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**THE INFLUENCE OF POLICE REFORMS ON SERVICE DELIVERY IN  
MOMBASA COUNTY, KENYA**

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## THE INFLUENCE OF POLICE REFORMS ON SERVICE DELIVERY IN MOMBASA COUNTY, KENYA

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### Abstract

**Purpose:** The purpose of this study was to establish the influence of police reforms on service delivery in Mombasa County, Kenya.

**Methodology:** The study made use of a descriptive research design. The population for the study was 120 respondents drawn from various police stations within Mombasa County. A sample size of 39 respondents was used. The study used questionnaires as the instrument for data collection. A pilot study was done in Likoni police station within Mombasa County so as to ascertain the validity and reliability of the instrument to use for data collection. The data collected was analyzed using Statistical Package for Social Sciences (SPSS).

**Results:** The results of this study indicated that police reforms have a positive and significant relationship with police service delivery in Mombasa County. The results of this study also indicated that police culture has a positive and significant relationship with police service delivery in Mombasa County. The results of this study further indicated that police managerial structure has a positive and significant relationship with police service delivery in Mombasa County.

**Unique Contribution to Theory, Practice and Policy:** The study also recommends that the police service should invest in a strong strategic reward management team so as to ensure that the staff is rewarded in accordance with their value to the police service by giving them monetary incentives which are needed to encourage staff to put extra effort so as to achieve fairness. The study recommends that the staff at the police service should be involved joint decision making and problem solving as this will make communication across the whole levels of management effective and make problem solving fast which will in turn lead to the development of the police service.

The study suggests that further studies should focus on the policy factors that affect the service delivery of the police service delivery.

**Keywords:** *Police reforms, police service delivery, police managerial re-structuring.*

## **1.0 INTRODUCTION**

### **1.1 Background of the Study**

Police reforms across the world have been seen as a constant of modern policing initiatives (Savage, 2007). The police are the most visible manifestation of government authority responsible for public security in any country. While being under enormous pressure by both state and nonstate actors to counter the increasing wave of crime and the new threats to national security, including those emanating from terrorism, the police must operate in accordance with law and respect human rights at all times (CHRI, 2003). However, the history of policing has repeatedly shown that the police have in many occasions maintained and applied an exclusive reliance upon use of excessive force and torture amongst its own clients with whom they are supposed to protect (ibid).

Police transformation and reforms across the world has therefore been shaped by the need for a people friendly, professional service with the ability to secure citizens and their property against aggressors without violating their basic human rights (Lundman, 2008). In the United Kingdom police reforms were initiated in the 1980's mainly to focus on innovations in police management styles especially the concern for efficiency and effectiveness (Hahn, 2003; Moran, 2005). The notion of new public management (NPM) and good governance in police therefore became a yardstick for gauging their reformed police institution (Garland, 1996; Bislev, 2004). The quest for reforming African police services was driven by the fact that in the past they had been portrayed as inefficient and, in several instances, brutal as they were initially created for colonial suppression and providing security to the colonial authorities (Waller, 2010; CHRI, 2006).

After independence, their role was supposed to change from protecting the colonial interest to providing security to the citizens. This necessitated reforming and re-orienting them towards serving the members of the public in a non-discriminatory manner. The key elements of police reforms in South Africa after emerging from the apartheid rule in 2009 revolved around improving access to police services in communities that had historically been discriminated against during the apartheid regime (Bruce, 2003). Several reform initiatives targeted at the police in Kenya have been and continues to be a subject of discussion in several forums. From the level of trust between the police and the public being at its lowest to the incidences where the police had become victims of violence had become an area of concern across the country in the post-2010 era (SRIC, 2012).

This indicated that the police were not enjoying the support of the community and the members of the public and other related institutions. This occurred despite previous introduction of community policing initiatives across the country (Ruteere, 2003).

The government of Kenya has made several attempts at organizational and structural reforms in the police since 2003. This included the improvement of police welfare, enhancing the community policing, improving quick response to crime scenes through increasing of motor vehicles, merging of the two police services, recruitment of the Inspector General of police and his two deputies as well as the establishment of the Independent Police Oversight Authority and the National Police Service Commission among others. Reports and actions of the office holders indicated however that there were serious conflicts between the three offices and that nothing meaningful had been achieved beyond legislation and recruitment of office holders (Amnesty International, 2013).

Police in Kenya has thus for many years before and after independence remained the main violators of human rights rather than protectors of human rights. Waller (2010) argues that a police system that is arbitrary, unaccountable and often violent has persistently emerged in Kenya since its foundation in the early 19th century. Waki (2008) associated most loss of life in the 2007/2008 post-election violence to the excessive use of force by police amongst other vices and omissions. Philip Alston's reports on extrajudicial killings also laid blame on police on deaths and disappearance of youth without anybody accounting for them. Indeed, he argued that several shootings of citizens were associated with the police guns (Alston, 2009). The adoption of a new constitution in 2010 was therefore welcomed as a catalyst and impetus for implementing wideranging structural reforms in several institutions in Kenya (SRIC, 2012; Njuguna et al, 2013). The police were expected to transform itself to be efficient and responsive to the needs of the public as well as supporting human right oriented policing with due regard to the rule of law (Alemika, 2007).

However, while the police institution in Kenya was being reformed questions arose as to whether there was any progress made so far (Amnesty International, 2013). Security-related challenges that were being experienced raised concern of police officers' willingness to reform or perceived reform as an unwelcome interference on their work (ibid). Similarly, Kenyans continued to face several security challenges beyond the scope of police officers. There was an increase in crimes,

renewed public disorder and plummeting public confidence in the police institution (Hahn, 2003, Njuguna et al 2013). This study therefore sought to track the issue of police reforms in the context of the progress made and examining the views of various stakeholders on the challenges that were a result of the implementation process of police reforms.

### **1.2 Statement of the Problem**

The East African Bribery Index Report (2011) puts the Kenya police as the only corrupt institution in the top ten within EAC institutions member states. In the total of 115 institutions listed, Kenya had 35 including the Kenya police, the report said. The police index of corruption increased from 77.7 percent in 2010 to 81 per cent, although there was a reduction in the number of police asking for bribes. In all the five EAC countries the police ranked number one in corruption (Ransley, 2009). The World Bank Report (2011) ranked the Kenya Police with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011(World Bank, 2011). This in turn has not translated well in the police service's service delivery given the bribery indices, effectively dealing with security threats including the terrorism, organized criminal gangs and bringing down crime to minimal levels. The Kenya Police Service has had a lot of changes in terms of remuneration, fair recruitment, enhanced performance indicators and so on yet the efficiency seem not to be proportionate to these changes (Ransley, 2009). In addition, public confidence in Kenya's police force 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. It is against the above background that this study was carried out. The study, therefore, established the influence of police reform process on service delivery, a case of Mombasa County.

### **1.3 Objective of the Study**

The objective of this study was to establish the influence of police reforms on service delivery.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 Institutional Theory**

The basic concepts and premises of the institutional theory approach provide useful guidelines for analyzing organization-environment relationships with an emphasis on the social rules,

expectations, norms, and values as the sources of pressure on organizations. This theory is built on the concept of legitimacy rather than efficiency or effectiveness as the primary organizational goal (Doug & Scott, 2004). The environment is conceptualized as the —organizational field, represented by institutions that may include regulatory structures, governmental agencies, courts, professionals, professional norms, interest groups, public opinion, laws, rules, and social values. Institutional theory assumes that an organization conforms to its environment. There are, however, some fundamental aspects of organizational environments and activities not fully addressed by institutional theory that make the approach problematic for fully understanding credit reference bureaus and their environment: the organization being dependent on external resources and the organization's ability to adapt to or even change its environment (Doug and Scott, 2004).

Researcher such as Meyer and Rowan (1991), DiMaggio and Powell (1983) are some of the institutional theorists who assert that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures. Innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment. Ultimately these innovations reach a level of legitimization where failure to adopt them is seen as "irrational and negligent" (or they become legal mandates). At this point, new and existing organizations will adopt the structural form even if the form doesn't improve efficiency.

## **2.2 Empirical Review**

Geoffrey Alpert and Roger Dunham (2004) argue that the history of police reform process can be examined by classifying them into three periods: (1) era of non-regulation, (2) era of self-regulation, and (3) era of external regulation. During the era of non-regulation, American police officers used any degree of force during the job; there was no pattern or control. As a result, police abuse was an endemic practice, in addition to corruption. Citizens had little respect for the police. The police officers were from the poorer classes and had lower levels of education, received low wages, had no uniforms and no training. Once formally admitted, the police officer had little guidance as to performance standards. Physical strength was the tool most used during routine activities. The focus of the police work was directed towards the poorer classes, which had little or no political representation. Clashes between the police and citizens were part of everyday life.

Studies on police were nonexistent. In the nineteenth century, police brutality was the main feature of American policing.

In South Africa the new police service was created out of 11 police services established in terms of apartheid policy and this required that questions of integration and reorganizing command structures and personnel be given priority (Janine 2002). Key aspects of the reform process included, addressing issues to do with the demographic representative of the police service in terms of representation of different population groups as well as of men and women. The introduction of a new system of labor relations, improving accountability and the regulation of police conduct including provision for parliamentary oversight also was initiated and the creation of a civilian oversight agency, the Independent Complaints Directorate. In addressing community hostility to police, community policing forums and the adoption of community policing as the operational philosophy of the South African Police Service was adopted. Changing police symbols such as the rank system, uniforms, insignia and the color of police vehicle and improving access to police services particularly in communities that had previously been discriminated against under apartheid (Bruce & Neild, 2005). Other measures included the introduction of a new selection system, the revision of the basic training curriculum, introduction of a human rights training programme and introduction of a code of conduct. In Kenya the independent police oversight authority was established together with the police internal affairs unit, the study sought to establish the effects these institutions had on service delivery.

Police culture is the operational and ethical behavior of police officers. It is the manner in which officers carry out their duties and as such represents for the public the greatest indicator of change within the police service (Ott, 2009). Most police organizations are engaged in a continual purposeful attempt to make employees conform to and internalize the organizational culture and provide shared understandings of organizational interests (Trojanowicz & Bucqueroux, 2010). On the other hand, individual values strongly influence behavior taking place within the context of a police organization (Lipsky, 2000).

The police reforms had an effect on the internal organization of the individual police authorities (Frevel, 2009). When developing an organizational structure for the police service, it is important to keep in mind the current difficulties, and what objectives an organizational structure should



achieve (Dawnes, 2004). These can be summarized into, decentralizing decision making to the lowest possible operational level, depoliticizing the operational aspects of the service, clear organizational structure, chain of command and lines of responsibility, an organizational structure that maximizes resources and facilitates co-ordination of activities and emphasis on horizontal rather than vertical development. The structural police reforms are job descriptions that reconfigure policing role, definitions, incentives and structures that support reforms, and management/leadership structures that facilitate the discretionary decision making required for restorative problem solving and widespread application of principles (Bazemore and Curt Griffiths, 2003). Much can be learnt from organizational reform in other police services, where the emphasis has been on decentralizing local decision making, while centrally coordinating national crime issues that affect all regions.

### **3.0 RESEARCH METHODOLOGY**

The study made use of a descriptive research design. The population for the study was 120 respondents drawn from various police stations within Mombasa County. A sample size of 39 respondents was used. The study used questionnaires as the instrument for data collection. A pilot study was done in Likoni police station within Mombasa County so as to ascertain the validity and reliability of the instrument to use for data collection. The data collected was analyzed using Statistical Package for Social Sciences (SPSS).

### **4.0 RESULTS AND DISCUSSIONS**

#### **4.1 Response Rate**

Table 1 presents results on response rate.

**Table 1: Response Rate**

<b>Category</b>	<b>Percentages</b>
Successful	76.9%
Unsuccessful	23.1%
Total	100.0%

The study administered 39 questionnaires to the respondents out of which 30 were dully filled and returned. This represented a response rate of 76.9%. According to Mugenda and Mugenda (2003) a response of over 50% is adequate for descriptive research. Babbie (2004) also asserted that return

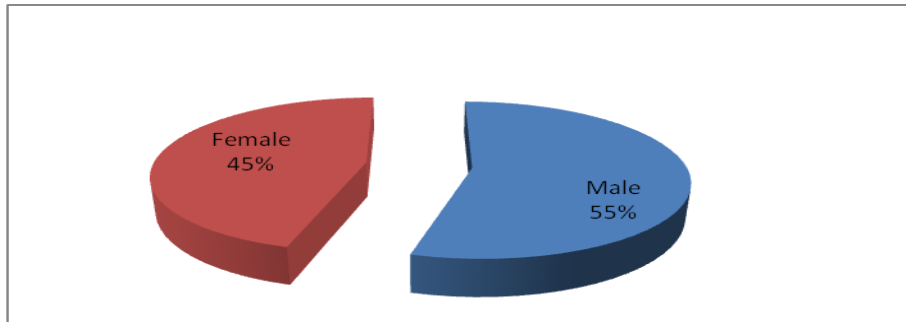
rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Based on these assertions from renowned scholars 70.1% response rate is adequate for the study.

#### 4.2 Socio-Demographic Characteristics

This section contains results on socio-demographic characteristics of the respondents. These characteristics include; gender, age group of the respondents, level of education and the number of years the respondents had worked with the police. The table below illustrates the findings.

##### 4.2.1 Gender of the Respondents

Figure 1 shows the results on gender of the respondents

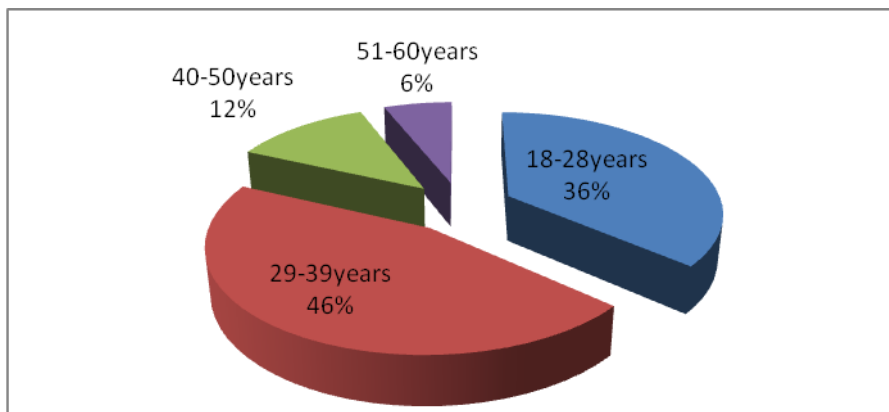


*Figure 1: Gender of the Response*

The female who participated in this study were 45% of the total respondents while the male were 55%. This implies that the police service in Mombasa County is dominated by the male.

##### 4.2.2 Respondents Age Group

Figure 2 presents results on age of the respondents.



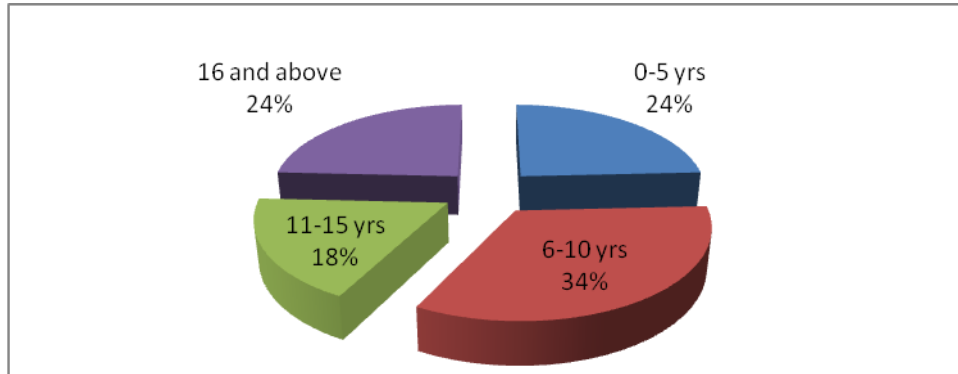
*Figure 2: Respondents Age Group*

Majority (46%) of the respondents in this study were of the age group of between 29 and 39 years. The respondents of age group of between 18 and 28 years were 36% while those between 40 and

50 years were 12%. Respondents between 51 and 60 years were 6%. This implies that majority of the police in Mombasa County were between the ages of 29 years and 39 years.

**4.2.3 Work Experience**

Figure 3 shows the results on work experience.



*Figure 3: Work Experience*

Majority (34%) of the respondents who participated in this study had worked in the police service for period of between 6 and 10 years. The respondents with a working experience of between 0 and 5 years were 24% while those with a working experience of 16 years and above were 24%. Finally, respondents with between 11- and 15-years working experience were 18%.

**4.2.4 Rank**

The ranks of the respondents that participated in this study are as shown below.

**Table 2: Respondents Rank**

Rank	Frequency	Percent
Senior Superintendent	1	3
Superintendent	1	3
Chief Inspector	1	3
Inspector	1	3
Senior/Sergeant	4	12.1
Sergeant	6	18.2
Corporal	6	18.2
Police Constable	13	39.4
<b>Total</b>	<b>33</b>	<b>100</b>

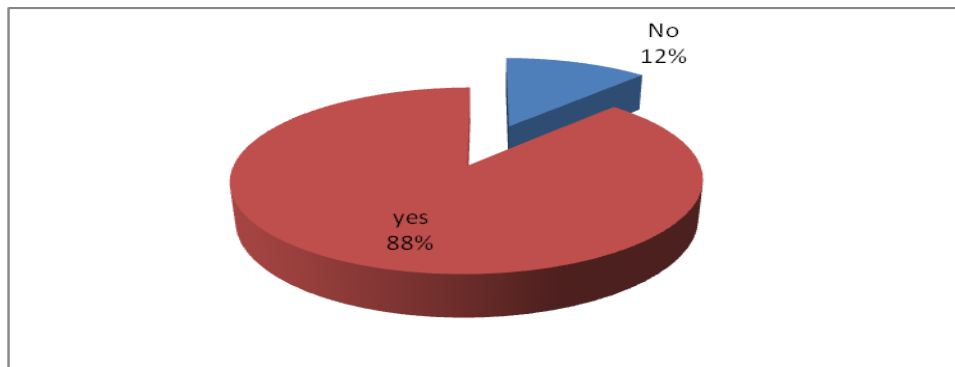
Majority (39.4%) of the respondents were at the police constable level. The ranks with the second and third largest respondents were corporal level (18.2%) and sergeant level with 18.2% of the respondents. The findings are shown in Table 2

#### 4.3 Police Reforms Process and Service Delivery

This section provides the results of descriptive analysis of the police reforms Process. Charts and tables were used to presents the results of descriptive analysis.

##### 4.2.1 Influence of Police Reforms Process on Police Service Delivery

This study sought to find out whether the police reforms affected service delivery of the police in Mombasa County.



*Figure 4: Influence of Police Reforms on Police Service Delivery*

Majority of the respondents (88%) agreed that police reforms affected service delivery while 12% disagreed that police reforms do not affect police service delivery.

**Table 3: Descriptive Results for Police Reforms Process**

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	Std Dev
There is frequent sensitization on accountability issues through lectures, workshops and publications at police station	0.0%	3.0%	21.2%	48.5%	27.3%	4.00	0.79
The rate of delegations of responsibility and duties is very good	6.1%	0.0%	18.2%	36.4%	39.4%	4.03	1.07
The current organization structure is very clear	9.1%	3.0%	24.2%	42.4%	21.3%	3.64	1.14
The lines of responsibility are very clear	3.0%	3.0%	30.3%	42.4%	21.3%	3.76	0.94

The finding in Table 3 indicates that the respondents agreed and strongly agreed with most of the statements on police reforms. On whether there is frequent sensitization on accountability issues through lectures, workshops and publications at police station, 48.5% of the respondents agreed while 27.3% of the respondents strongly agreed. Majority (39.4%) of the respondents also strongly agreed that the rate of delegations of responsibility and duties was very good. An equal percentage

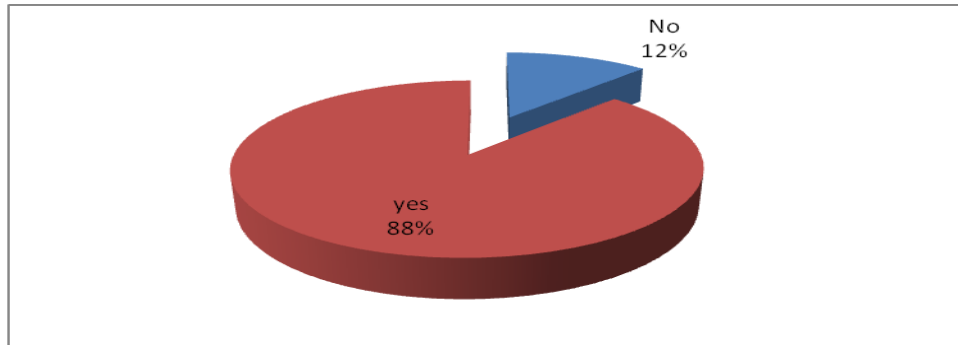
of the respondents agreed that current organization structure and lines of responsibility were very clear.

**4.4: Police Culture and Service Delivery**

This section provides the results of descriptive analysis of the police organizational culture and service delivery. Charts and tables were used to presents the results of descriptive analysis.

**4.4.1 Police Organizational Culture and Service Delivery**

The study sought to find out whether police organizational culture influenced police service delivery.

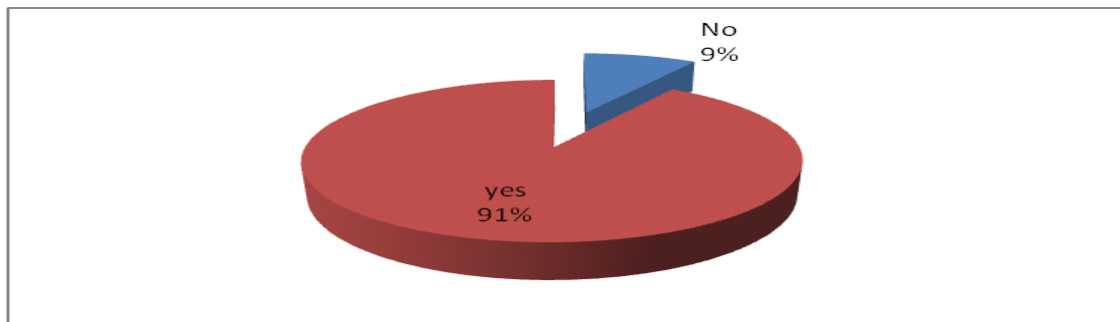


*Figure 5: Police Organizational Culture on Police Service Delivery*

Majority (88%) of the respondents agreed that police organizational culture influenced police service delivery while 12% of the respondents disagreed.

**4.4.2 Police Ethics and Service Delivery**

The study sought to find out whether police were ethical during service delivery.



*Figure 6: Police Ethics on Police Service Delivery*

Majority (91%) of the respondents agreed that police observed ethic during service delivery while 9% of the respondents disagreed.

#### 4.4.2 Traits Associated with Police during Service Delivery

The study sought to find out between brutality, corruption and torture which one was most associated to the police during their service delivery.

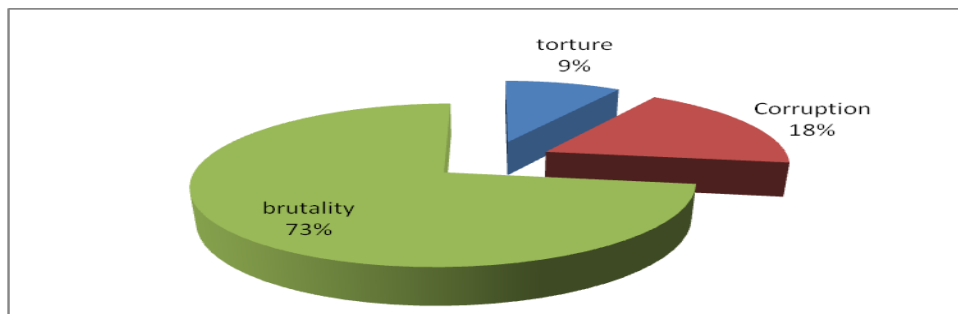


Figure 7: Traits Associated with Police during Service Delivery

Most (73%) of the respondents indicated that the police were brutal. The results are shown in figure 7

Table 4 Descriptive Results for Police Culture

	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	Std Dev
The reform in police welfare have motivated officers	9.1%	12.1%	24.2%	24.2%	30.3%	3.55	1.30
Police perceived as highly corrupted in delivering their services	6.1%	21.2%	24.2%	36.4%	12.1%	3.27	1.13
There is improvement on police image from change of Kenya police force to national police service.	12.1%	9.1%	18.2%	33.3%	27.3%	3.55	1.33
There exists a strong community partnership in crime prevention at station level	15.2%	6.1%	12.1%	42.4%	24.2%	3.55	1.35
Police reform will improve the relationship between community and the police.	6.1%	9.1%	18.2%	39.4%	27.3%	3.73	1.15

The finding in Table 4 indicates that the respondents agreed and strongly agreed with most of the statements on police organizational culture. On whether the reform in police welfare has motivated officers, 30.3% of the respondents strongly agreed while 24.3% of the respondents agreed.

Majority (36.4%) of the respondents also agreed that police perceived as highly corrupted in delivering their services.

#### 4.5 Police Managerial Structure and Service Delivery

The study sought to find out the influence of police managerial structure on service delivery of the police in Mombasa County.

**Table 5: Descriptive Results for Police Managerial Structure**

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std Dev
There are notable changes from police reforms effort that have facilitated the service delivery	12.1%	15.2%	30.3%	21.2%	21.2%	3.24	1.30
There is need to be change on the existing roles and responsibilities of key structures	27.3%	45.5%	12.1%	12.1%	3.0%	2.18	1.07
The new legislation in policing enhances good service delivery	18.2%	6.1%	15.2%	39.4%	21.2%	3.39	1.39
The provisions of National Police Service Act has been sensitized to officers through workshops and lectures	27.3%	39.4%	12.1%	12.1%	9.1%	2.36	1.27
There exists a committee to oversee reforms at station level	36.4%	51.5%	6.1%	6.1%	0.0%	1.82	0.81

The findings indicated that majority of the respondents disagreed with most of the statements on police managerial structure. On whether there were notable changes from police reforms effort that have facilitated the service delivery, majority (30.3%) of the respondents indicated they were not sure. On whether there was need to change on the existing roles and responsibilities of key structures, majority (45.5%) of the respondents disagreed. Majority (39.4%) of the respondents agreed that new legislation in policing enhanced good service delivery while 39.4% of the



respondents disagreed that the provisions of National Police Service Act has been sensitized to officers through workshops and lectures. Finally, majority (51.5%) disagreed that there existed a committee to oversee reforms at station level. These findings imply that police managerial structure was an integral part of police service delivery and influenced the effectiveness of service delivery.

#### 4.5.1 Adequacy of Police Reform Fund

The study sought to find out whether the funds allocated for implementation of police reforms at police stations were adequate.

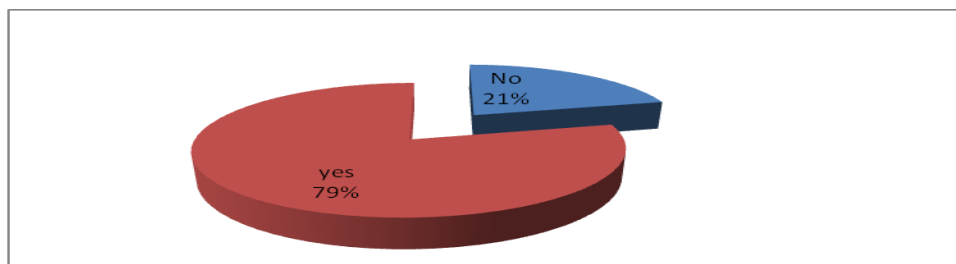


Figure 8: Adequacy of Police Reform Fund

The findings indicate that majority of the respondents agreed that funds allocated for reforms were adequate. This implies that police reforms in Mombasa County were adequately funded.

#### 4.5.2 Effectiveness of Measures Taken to Enhance Police Professionalism

The study sought to find out whether the measures that are taken to enhance professionalism on police officers when handling the members of the public were effective.

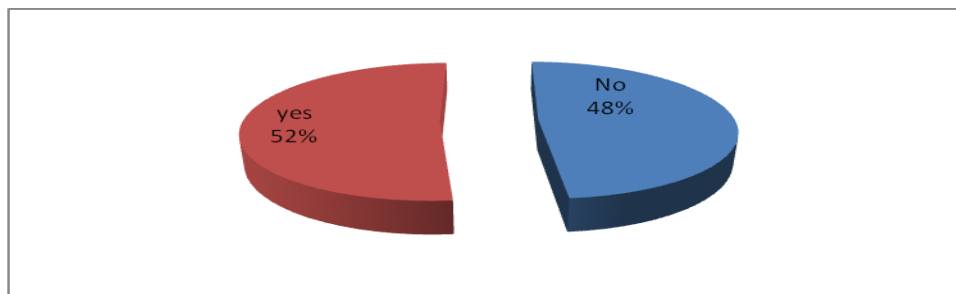


Figure 9: Effectiveness of Measures Taken to Enhance Police Professionalism

The findings indicate that majority (52%) of the respondents agreed that the measures were effective.

#### 4.5.3 Accessibility of Police Officers at Stations

The study sought to find out how accessible the police officers were at their station.

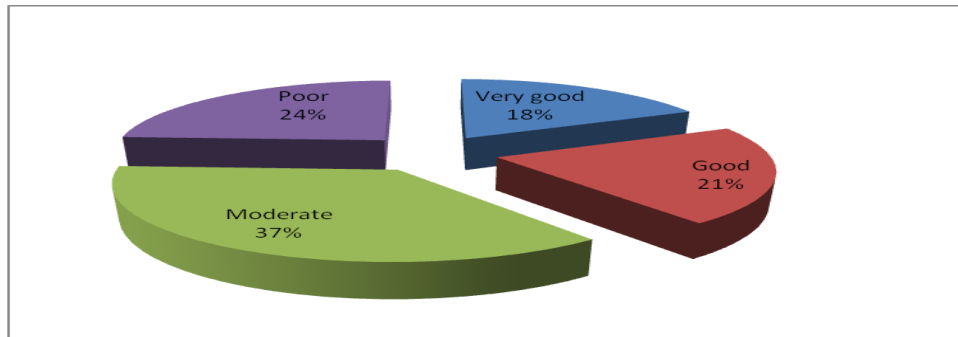


Figure 10: Accessibility of Police Officers at Stations

The findings indicate that majority (37%) of the respondents indicated that police accessibility was moderate while 21% indicated that accessibility of the police was good. The respondents who indicated that the accessibility of police officers was poor were 24% of the total respondents.

#### 4.5.4 Factors That Are Likely to Hinders Police Reforms in Kenya

The results are shown in the table below.

**Table 6: Factors That Are Likely to Hinders Police Reforms in Kenya**

	Frequency	Percent
Economic factor	10	30.3
Political factors	19	57.6
Social factors	3	9.1
Religious factors	1	3
<b>Total</b>	<b>33</b>	<b>100</b>

Majority (57.6%) of the respondents indicated that political factors were more likely to hinder police reforms in Kenya. Economic factors, social factors and religious factors were indicated by 30.3%, 9.1% and 3% of the respondents respectively.

**Table7: Correlation Results**

		<b>Police Reforms Mean</b>	<b>Police Culture Mean</b>	<b>Police Managerial Mean</b>	<b>Police Service delivery Mean</b>
Police Reforms Mean	Pearson Correlation				
	Sig. (2-tailed)				
	N				
Police Culture Mean	Pearson Correlation	.481**			
	Sig. (2-tailed)	0.005			
	N	33			
Police Managerial Mean	Pearson Correlation	-0.098	-0.293		
	Sig. (2-tailed)	0.588	0.098		
	N	33	33		
Police Service delivery Mean	Pearson Correlation	.446**	.392*	0.212	
	Sig. (2-tailed)	0.009	0.024	0.236	
	N	33	33	33	

The correlation results above indicate that there was a positive and significant association between police reforms, police organizational culture and police service delivery. Police managerial structure had insignificant association with police service delivery.

#### 4.6 Regression Results

The study adopted a linear regression model to ascertain the relationship between police reforms, police culture, police managerial structure and police service delivery.

**Table 8: Model Summary**

<b>Model</b>	<b>1</b>
R	.690
R Square	0.476
Adjusted R Square	0.421
Std. Error of the Estimate	0.57887

The results in the model summary table indicate that the independent variables accounted for 47.6% of the variations in dependent variable. This implies that the model used to link the independent variable and dependent variables was fit.

**Table 9: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	8.817	3	2.939	8.77	.000b
	Residual	9.717	29	0.335		
	Total	18.534	32			

The F-statistics in the ANOVA table below indicate that the overall model used to link the independents variable and dependent variables was significant ( $F=8.77$ ,  $p=0.000$ ). This implies that independent variables were good predictors of dependent variable.

**Table 10: Regression Results**

The results in Table below shows the finding of regression adopted in this study.

<b>Variable</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	0.45	0.753		0.598	0.555
Police Reforms Mean	0.302	0.125	0.332	2.42	0.022
Police Culture Mean	0.468	0.119	0.536	3.917	0.001
Police Managerial Mean	0.369	0.148	0.343	2.495	0.019

#### 4.6.1 Optimal model

Police Service Delivery =  $0.45 + 0.302$  (*police Reforms*) +  $0.468$  (*police culture*) +  $0.369$  (*police managerial structure*) +  $\mu$

#### **4.6.2 Police Reform**

The results of this study indicated that police reforms have a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police reforms was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police reforms will result to 0.302 units change in police service delivery.

These findings imply that the lack of police reforms or the slow pace of implementation police reforms in Mombasa County has contributed to poor service delivery by the police in Mombasa County. Implementation police reforms can be attributed to increasing the motivation and engagement of police hence effective service delivery.

The findings of this study concur with those of Janine (2002), Ndungu *et al*, (2011), Geoffrey Alpert and Roger Dunham (2004) who argued in their respective studies that police reforms such as Changing police symbols such as the rank system, uniforms, insignia and the color of police vehicle improved access to police services particularly in communities that had previously been discriminated against.

#### **4.6.3 Police culture**

The results of this study indicated that police culture has a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police culture was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police culture will result to 0.468 units change in police service delivery.

This finding implies that just the same way organizational culture of any firm would impact of the performance of the firms, police culture too influences the effectiveness of their service delivery. Police in Kenya are known to have a culture of corruption, brutality and lack of fairness when executing their responsibilities. The findings of this study further imply that a positive change in police culture would impact positively on police service delivery.

The findings of this study concur with those of Lipsky (2000), Muir (2009); Brechi and Simons (2009) and Ott (2009) who investigated the influence of culture on service delivery and established a positive relationship. In Kenya police culture, has been dominated by the colonial systems, where

brutality, torture, corruption has been the order of the day. Therefore, police culture contributes to poor service delivery by the police in Mombasa County.

#### **4.6.4 Police Managerial Structure**

The results of this study indicated that police managerial structure has a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police culture was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police managerial structure will result to 0.369 units change in police service delivery.

These findings imply that the lack of proper police managerial structure in Mombasa County has contributed to poor service delivery by the police in Mombasa County. Implementation police reforms should also focus on improving the managerial structure of the police in order to increase police motivation and engagement which will influence effective service delivery.

The findings of this study concurs with those of Barley (2003) who indicated that key elements of effective police accountability system include, legislation specifying the functions and powers of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law, policies that set priorities on how to deploy police capacity, adequate police training, both basic and ongoing, equipment that is adequate for prescribed police functions, proper reporting procedures and facilities, adequate supervision that supports officers in carrying out their duties professionally by use of an independent body to oversee such procedures, scrutiny and oversight.

### **5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND DISCUSSION**

#### **5.1 Summary of Findings**

##### **5.1.1 Police Reform and Police Service Delivery**

The first objective of this study was to investigate the influence of police reforms on police service delivery. The results of this study indicated that police reforms have a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police reforms was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police reforms will result to 0.302 units change in police service delivery.

The findings of this study concur with those of Janine (2002), Ndungu *et al*, (2011), Geoffrey Alpert and Roger Dunham (2004) who argued in their respective studies that police reforms such as Changing police symbols such as the rank system, uniforms, insignia and the colour of police vehicle improved access to police services particularly in communities that had previously been discriminated against.

### **5.1.2 Police Culture and Police Service Delivery**

The second objective of the study was to investigate the effects of police culture on police service delivery. The results of this study indicated that police culture has a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police culture was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police culture will result to 0.468 units change in police service delivery

The findings of this study concur with those of Lipsky (2000), Muir (2009); Brechi and Simons (2009) and Ott (2009) who investigated the influence of culture on service delivery and established a positive relationship. In Kenya police culture has been dominated by the colonial systems, where brutality, torture, corruption has been the order of the day. Therefore, police culture contributes to poor service delivery by the police in Mombasa County.

### **5.1.3 Police Managerial Structure and Police Service Delivery**

The third objective of the study was to investigate the effects of police managerial structure. The results of this study indicated that police managerial structure has a positive and significant relationship with police service delivery in Mombasa County. This conclusion is derived from the fact that the p-value of police culture was less than the conventionally accepted level of significance of 0.05. Further, the results imply that a unit change in police managerial structure will result to 0.369 units change in police service delivery.

The findings of this study concurs with those of Barley (2003) who indicated that key elements of effective police accountability system include, legislation specifying the functions and powers of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law, policies that set priorities on how to deploy police capacity, adequate police training, both basic and ongoing, equipment that is adequate for

prescribed police functions, proper reporting procedures and facilities, adequate supervision that supports officers in carrying out their duties professionally by use of an independent body to oversee such procedures, scrutiny and oversight.

## **5.2 Conclusion**

This study concludes that police reforms in the police service in Mombasa County influenced police service delivery. This study also concludes that the police culture and police managerial structure impacted on the police service delivery in Mombasa County.

The study also concludes that there have been significant reforms in the police service but the implementation of the reforms has been slow. Institutions that are mandated with the responsibilities to spearhead police reforms must make sure that the implementation of police reforms is fast tracked to increase the effectiveness of police service delivery in all the counties in Kenya. The study also concludes that the police in Mombasa County have a bad culture of disrespecting people's rights in their line of duty. The police have a culture of corruption whereby they receive bribes which affects their service delivery. The study also concludes that sometimes the police in Mombasa County become brutal and torture suspects during their service delivery.

The study also concludes that police in Mombasa are allocated enough funds to implement police reforms and this is likely to impact positively on police service delivery. The study also noted that measures have been taken to enhance police professionalism. On the flip side the study concludes that police accessibility to the public is still a challenge that needs to be addressed.

The study also concludes that political interferences is a major hindrance to police service delivery.

## **5.3 Recommendations**

Based on the findings the study made the following recommendation: first the police reforms committee at the police headquarters should establish units at the police station that will be responsible for implementation of police reforms. The study also recommends that national police commission should be restructured in accordance to the function and should be decentralized and autonomous. The study recommends that all police stations with the assistance of police training colleges should build the capacity of the officers on new legislations, human rights new technologies and public relations.



The study further recommends that the police service should invest in training and development of staff as this will lead to achieving staff productivity and an increased understanding of the new technology courses incorporated into the syllabus as well as lead to the realization of the institution's goals and objectives. The study also recommends that the police service should invest in a strong strategic reward management team so as to ensure that the staff is rewarded in accordance with their value to the police service by giving them monetary incentives which are needed to encourage staff to put extra effort so as to achieve fairness. The study recommends that the staff at the police service should be involved joint decision making and problem solving as this will make communication across the whole levels of management effective and make problem solving fast which will in turn lead to the development of the police service.

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