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Effect of Capacity Building on Performance of National Police Service at Uasin Gishu County, Kenya

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Abstract:

The purpose of this study therefore is to establish effects of implementation of strategic reforms on performance of national police service at Uasin Gishu County. The objectives of was to establish the effect of capacity building on performance of National Police service. The study adopted Institutional and performance theory. Study employ a descriptive survey research design. The target population was 475 and a sample size of 259 respondents. Stratified, census and simple random sampling was used to select the respondents. The senior rank officers selected using census sampling and simple random to select junior ranks and members of the public. The instrument used to collect data was the questionnaire. Reliability established using Cronbach's alpha coefficient. Validity tested through expert judgement. Data collected was analyzed by descriptive statistics and inferential statistics techniques. There was a significant influence of capacity building on police performance ($r=0.436$, $p=0.00$). This implies that an increase in capacity building improved the police performance. The national police service should conduct more capacity building among its discipline forces on the importance of public relationships with the public on their current mandate of partnership with the public as well as on the reform agenda.

Keywords: Capacity, building, performance, National, police, service

1. Introduction

Performance can lead to compliance with a rigid operating structure but can also be a resistant. In addition, its peripheral nature has always been a significant part of performance and thus of performance studies. The promotion of police officers was long-lastingly influenced by the relationship between the subordinate and the commanding officers but not by their performance. Since most of the local police hasn't undergone any formal training for over ten years, the international community has too limited capacity for training (International Crisis Group, 2016). While senior training is somewhat effective, the capacity to train lower grades in depth is highly inadequate. The force existed in a balconized state due to the government's decision to discontinue the national police credibility (Gambino, 2013).

Reform in the United States, include more formal police organisation, restricting the use of force and creating a framework for internal controls to improve service quality (Carey, 2012). In Asia, the police reforms demanded a change be made to a more democratic structure from colonial police regimes (Shahjahan, 2014). Political culture, police forces was only at the start of the 1990s, after various African countries introduced democratic reforms, that human rights education started among the police.

In 2015, in line with competence, transparency, organizational and operational procedure and legislative changes are proposed by the National Task Force on Police Reform. Such changes are designed to enhance public accountability of police, enhance their competence and empowerment, enhance the organizational, preparedness and logistical capacity and improve the Kenya Police Services (Police Changes Implementation Commission Report, 2013). This study aimed to determine whether the effort involved the provision of services.

A delay in the restoration of the judiciary and the penal system compounded the deceitful effect of police reform initiatives in DR Congo. A climate of impunity is promoted by the degrading state of prisons and widespread corruption (Davis, 2015). In spite of the unpredictability of the variations arising from this, law enforcement is required to prepare for the different demands and behave according to legal parameters. The law enforcement authorities are responsible for responding. To reach the desired standard, police must have trained staff and control mechanisms. Capacity building supports the management, planning and administration of police operations. The study therefore looks into Kenya police reforms to establish how improvement of police welfare in terms of training.

2. Literature

2.1. Performance Theory

Performance theory comes from a variety of disciplines, but the work of Turner (1988) and Richard Schechner (1985) is mostly related. Such two writers have drawn attention to how performative cultures around the world are all regulated by a code of performance in activities, rituals and everyday life. The principle of performance shows that everybody in our culture performs. If we wear clothes, conversations and food, all of these are performances that act as a message to ourselves and others in our social group (Goffman 1969). The quality theory therefore allows an evaluation of how people act and respond in the world. It is a way to understand how people view themselves, themselves and others in the world. Performance studies offer a chance to explore how people in society act and react.

The words that are used to communicate to us in this way are also the means through which we act. It applies to the work of Austen (1962) who has decided that, under certain conditions, declaring objects should be seen as close to creating certain objects. Therefore, it means analyzing how the terms are used to explain and to define the performativity. This is of utmost importance when contemplating the past, as the words and the framework of our past representations ultimately help the public to "perform" the past. This is certainly true when the use of context and history is considered in current identity and representation struggles. The terms we use exclude and include, they shape and form, and for us and others they are a means of achievement. They say who we are and what we believe.

2.2. Capacity Building in the Police Service

In the late 1990s, a number of donor agencies developed the concept of security sector reform focused on building capacity (Brzoska, 2006). The definition of the security sector's reconstruction applies to the restoration of the official power monopoly. The term reform emphasizes the need to change domestic security institutions' governing principles. The reform of the security sector is aimed at the integration and protection of the operational police and army systems as well as the working judicial and penitentiary structures (Brzoska, 2006).

India's police force has been largely the same for the past 200 years with respect to its institutional values and tradition. The police force of India is untrained, unprofessional, violent, and usually operates under modern law enforcement norms (Shinar 2009). Shinar (2009) further states that, while consensus was reached in India between NGOs (NGOs). The aim of the reform process is to help the police recognize public needs for delivering police services and to inspire and enable police to respond to these requirements (Rauch et al 2016). Public institutions are a critical part of the social fabric of democratic societies (Jones, Newburn & Smith 2015). Therefore, democratic reform means freeing the police from politics and enabling them to meet the broad public needs (Jones, Newburn & Smith, 2015).

Democratic reform allows police to comply with the new guidelines as well as learning new ways to do their job (Rauch et al 2016). Reforms to promote compliance with human rights are essential to integrate measures to help the police to learn their skills to effectively do their job within the restrictions imposed by human rights standards. It is essential to implement these reforms. If not, the police will regress or become merely driven and inefficient. When they do not. During the transition, learning was mainly focused on political demands such as crowd control and ignored basic investigatory techniques (Davis, 2015).

In the age of self-regulation, the first step towards the subsequent changes was taken. This era coincides with the police movement's professionalization. The initiatives were aimed at making the police more systematic. The recruitment level for new employees and career progression has been strengthened. Police procedures have been regulated, like the use of force. Via training programmes, these activities are implemented. Such reforms focused mainly on creating an internal control system on the actions of the police. In Kenya, the training program was updated and recruitment criteria increased with a view to making the police department more qualified (Ndungu et al., 2011).

2.3. Performance of Police

Employment quality is a measure of the workload of the organisation. Service is a sector in which its productivity is measured. This involves economic activities, the performance of clients and other company sectors that add value to the leadership, organizational structure and customer relationships of the organization (Edwardsson, 2005). Radical reform agenda on regulatory eradication, unsustainable procedures and safety measures at work (Grosii, 2012). It has founded Kenya National Police Service (2010) and the Law on National Police.

The aim is that, wherever possible, the public be protected, rule and order upheld, peace sustained, life and property preserved and crime investigated, crimes detected and reported, criminals be arrested and the rules and regulations under which the charges against them were enforced. The station is the division of service delivery. The Police Inspector General is committed to ensuring that the police are motivated, helpful, open and honest with all. The police should be proud of who they are and of the job they do (Ransley 2009).

The work performance of workers is a key aspect of corporate performance. As a result of employee performance in some companies, results have decreased, often resulting in high revenues. In the recent past, the Kenyan National Policing Service was highlighted by insecurity, which was attributed in some quarters to negative synergies between the police in the combating of crime. The officers are found to be addicted to crimes that can be avoided. Although it has been going on for quite a long time, little attention was paid to uncommitted police forces' causes, despite improving the sector to increase the training period and the government's procurement of modern police equipment.

3. Research Methodology

In a descriptive research design the investigator used the study was carried out because the researchers collected information and documented the way things were manipulated. The target population consisted of police officers of all ranks from commissioner of police (CP) to police constable (PC) present in the Uasin Gishu county and members of the public indicated. The officers were drawn from Uasin Gishu county comprising of Six subcounty police stations making a total of 295 police officers and 180 members of public drawn from jurisdiction of every subcounty police stations (inspection report Uasin Gishu report 2012). Yamane, (1967) formula was used to determine the most appropriate size for any given research as shown. $n = \frac{N}{1 + N(e)^2}$

Where; n is the sample size, N is the population size, and e is the level of precision. Thus $n = \frac{475}{1 + 475(0.05)^2}$, $n = \frac{475}{1 + 1.1875}$, $n = 253$

The sample size of 259 was used to accommodate for six respondents selected using census method. Multistage sampling was used to select six sub-country police stations and census for senior officials, using stratified random sampling technique for sampling younger officer and members of the population in the study. This was followed by a simple random sampling technique. In order to divide the county into different sub-counties with each one forming a stratum, the stratified random sampling technique was used. Census sampling was used for the recruitment of one police officer, six Senior Superintendent and six sub-country superintendents. A census is a study of each unit in a populace, all or all. It is called a complete set, indicating a complete count.

Simple random sample methods were used to pick 16 Inspectors, 126 junior officials and 96 members of the public chosen. This process means that all people have equal chances to be included in the survey. Simple random sampling gives each member of a population fair and independent chances for being picked.

As a method to collect data from the sector, questionnaire was used. The investigator used the closed and open questionnaire that the officers were given. Questionnaires have been used to enable the investigator to obtain relevant study information. The use of the questionnaire is deemed necessary to ensure that all respondents are accurate. Two parts are split into the research instrument. Part I, which includes demographic information, Part II, including specific targets.

In Nandi County, Kapsabet Police Station, 30 police officers participated in a pilot study. A study took place. The pilot study aimed at assessing the reliability of the devices used in the principal study. The validity of the instrument was measured through the content validity test, in which experts and colleagues determined it (Kothari, 2005). The manager looked at and suggested if the questionnaire was appropriately appropriate. The researcher also gave a criminal investigator and asked him to analyze the definition of the method and to decide whether the collection of items represent the studied concept.

Pilot study at the Kapsabet Police Station in Nandi County. The data was coded into the Social Scientist Statistical Package to determine the reliability with the Cronbach alpha coefficient of the questionnaire items. The results showed that the instruments with a Cronbach alpha above 0.70 were accurate. The researchers were able to update the questionnaire to ensure adequate coverage of all areas covered by this survey. It was modified to identify mistakes, faults and corrections after the raw data have been obtained. The completed questionnaires were carefully reviewed to ensure that data was correct, in conjunction with other evidence. The researcher coded the output data and categorized the information according to common features and attributes. The data were subsequently tabled in numerical tables for further study. The data were analyzed by using descriptive statistics that included frequencies and percentages and inferential analysis using the correlation between pearson product moment.

4. Descriptive Analysis for Capacity Building Variable

During the study the independent variable was implementation of national police reforms measured using capacity building using a five-point Likert scale. Descriptive statistics were used to summarize the responses as shown in Table 1.

Most of the respondents were not sure that capacity building enabled all officers promoted on the basis of their professional qualifications (3.05), the introduction of new training syllabus will help to improve skills as per the requirement of police reforms (3.03), capacity building has changed to mind set of police officers towards serving humanity (3.00). Learnt able to cope with the new legislation in place (2.81), the introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms and police perceives low misconduct within the service (2.84) and through the trainings police officers are carrying their duties as required the law (2.64).

The respondents disagree that there is frequent sensitization on accountability issues through lectures, workshops and publications at police station during the implementation of police reforms (2.43) and through capacity building and police reforms there is improved work performance (2.46). The means were in the range 2.43 to 3.05 and standard deviations range of 1.14 to 1.39.

Capacity building	Mean	Std. Dev	Skewness	Kurtosis
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There is frequent sensitization on accountability issues through lectures, workshops and publications at police station	2.43	1.22	0.66	-0.47
We have learnt we able to cope with the new legislation in place	2.81	1.30	0.21	-1.05
All officers are promoted on the basis of their professional qualifications.	3.05	1.14	0.15	-0.92
The introduction of new training syllabus will help to improve skills as per the requirement of police reforms.	3.03	1.38	0.00	-1.23
The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms.	2.84	1.39	0.21	-1.22
Through capacity building and police reforms there is improved work performance	2.46	1.29	0.65	-0.59
Through the trainings police officers are carrying their duties as required the law.	2.64	1.29	0.10	-1.27
Capacity building has changed to mind set of police officers towards serving humanity	3.00	1.39	0.00	-1.23
Police perceives low misconduct within the service	2.84	1.39	0.19	-1.21
Mean	2.79	0.72	-0.13	-1.12

Table 1: Descriptive Statistics of Capacity Building

This finding indicated that capacity building sometimes led to all officers are promoted on the basis of their professional qualifications and introduction of new training syllabus will help to improve skills as per the requirement of police reforms. The capacity building had sometimes changed to mind set of police officers towards serving humanity and have learnt and able to cope with the new legislation in place. The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms, police perceives low misconduct within the service and through the trainings police officers are carrying their duties as required the law. There was frequent sensitization on accountability issues through lectures, workshops and publications at police station and through capacity building there is improved work performance.

5. Descriptive Analysis for Dependent Variable

During the study the dependent variable was police performance measured using six statements on a five-point Likert scale and findings were summarized in Table 2. Most of the interviewees disagreed that the performance of police services has led to an immediate response to reported crimes (2.01), an increase in the number of crimes resolved (2.45), a significant reduction of police complaints (2.38), increased crime prevention (2.39), increased professionalism among police officers (2.36) and adequate infrastructure to support police operations.

Police Performance	Mean	Std. Deviation	Skewness	Kurtosis
The number of solved incidents has been increased.	2.01	1.35	1.00	-0.51
Crime prevention has been stepped up.	2.45	1.31	0.76	-0.65
There is a significant reduction in complaints against police officers	2.38	1.18	0.48	-0.81
The crime prevention has been intensified	2.39	1.36	0.86	-0.48
There are strengthened discipline among police officers.	2.36	1.15	0.46	-0.87
There is adequate infrastructure to support policing at the station level.	2.36	1.17	0.48	-0.86

Mean	2.32	1.12	0.82	-0.73
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Table 2 Descriptive Analysis for Dependent Variable

The police performance of police performance was low as the means range from 2.012 to 2.39. The standard deviations were in the range 1.15 to 1.35. The relatively high standard deviation value indicates that the police performance was rated to be low. The findings indicated that from the police reforms have not led to prompt response to reported crime. Therefore, this study concluded that police performance has not been fully realized through implementation of national police reforms.

6. Correlation Analysis of the Variables

Pearson's moment correlation results showed that there is a significant influence of capacity building on police performance ($r=0.436$, $p=0.00$) as summarized in Table 3. This implies that an increase in capacity building improved the police performance.

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		Performance	Capacity
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Capacity	Pearson Correlation	.436**	1
	Sig. (2-tailed)	.002	

Table 3: Correlation Analysis

** Correlation is significant at the 0.01 level (2-tailed)
N=148

This finding indicated that capacity building sometimes led to all officers are promoted on the basis of their professional qualifications and introduction of new training syllabus will help to improve skills as per the requirement of police reforms. The capacity building had sometimes changed to mind set of police officers towards serving humanity and have learnt and able to cope with the new legislation in place. An increase in capacity building improved the police performance. This agrees with Downes (2014) that Police capacity-building programmes must be driven by the objectives defined under the reforms agenda and the approach taken should be in reference to organization priorities and sustainability.

7. Conclusion

The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms, police perceives low misconduct within the service and through the trainings police officers are carrying their duties as required the law. There was frequent sensitization on accountability issues through lectures, workshops and publications at police station and through capacity building there is improved work performance.

The capacity building sometimes led to all officers promoted on the basis of their professional qualifications and introduction of new training syllabus. The capacity building had sometimes changed to mind set of police officers towards serving humanity and have learnt and able to cope with the new legislation in place. The study concludes that an increase in capacity building led to improvement of police performance. The capacity building had significant influence on police performance.

8. Recommendation of the Study

Police capacity-building program must be driven by the objectives defined under the reforms agenda and the approach taken should be in reference to organization priorities and sustainability. The Police Training Colleges should build the capacity of the officers on new legislations.

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