EFFECTS OF POLICE REFORMS ON LEADERSHIP WITHIN THE KENYA POLICE: A STUDY OF THE DIRECTORATE OF CRIMINAL INVESTIGATION HEADQUARTERS

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SEPTEMBER 2017
DECLARATION

This thesis is my original work and has not been presented for a degree in any other University or for any other award.

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# TABLE OF CONTENTS

DECLARATION .................................................................................................................. ii
TABLE OF CONTENTS ..................................................................................................... iii
LIST OF TABLES ............................................................................................................ vi
LIST OF FIGURES ......................................................................................................... vii
OPERATIONAL DEFINITION OF TERMS ............................................................... viii
LIST OF ABBREVIATIONS ............................................................................................ ix
ABSTRACT .................................................................................................................... x

CHAPTER ONE: INTRODUCTION ................................................................................. 1
  1.1 Introduction .............................................................................................................. 1
  1.2 Background ............................................................................................................. 1
  1.3 Statement of the problem ....................................................................................... 5
  1.4 Aim and Objectives of the study ......................................................................... 6
  1.5 Research questions .............................................................................................. 6
  1.6 Research Assumptions ....................................................................................... 7
  1.7 Justification of the Study ..................................................................................... 7
  1.8 Scope of the Study ............................................................................................... 8
  1.9 Limitations of the Study ..................................................................................... 8

CHAPTER TWO: LITERATURE REVIEW .................................................................... 9
  2.1 Introduction ............................................................................................................. 9
  2.2 Literature review .................................................................................................. 9
    2.2.1 Leadership: A global perspective ................................................................. 9
    2.2.2 Trends in police leadership in Kenya ............................................................ 11
    2.2.3 Factors affecting Police reforms ................................................................. 13
    2.2.4 Strategies for leadership challenges in the police service ......................... 20
    2.2.5 Police reforms ............................................................................................. 23
  2.3 Theoretical framework ....................................................................................... 25
  2.4 Conceptual framework ...................................................................................... 27
  2.5 Research gap ...................................................................................................... 28
## CHAPTER THREE: RESEARCH METHODOLOGY ........................................... 30

3.1 Introduction ......................................................................................... 30
3.2 Research design .................................................................................. 30
3.3 Site of the study .................................................................................. 30
3.4 Target population ............................................................................... 31
3.5 Sample and Sampling techniques ...................................................... 31
3.6 Instruments of data collection ......................................................... 32
   3.6.1 Validity ......................................................................................... 33
   3.6.2 Reliability ..................................................................................... 33
3.7 Data analysis and presentation .......................................................... 34
3.8 Ethical considerations ........................................................................ 35

## CHAPTER FOUR .......................................................... 36

DATA ANALYSIS, INTERPRETATION AND PRESENTATION .................... 36

4.1 Introduction ......................................................................................... 36
   4.1.1 Reliability analysis ..................................................................... 36
   4.1.2 Response Rate ........................................................................... 37
4.2 Demographics information ............................................................... 37
4.3 Factors affecting police reforms ...................................................... 38
   4.3.1 Organizational structure ............................................................. 38
   4.3.2 Education .................................................................................... 40
   4.3.3 Organizational culture ............................................................... 41
   4.3.4 Police-community relationship .................................................. 43
4.4 Relationship between police reforms and police leadership .......... 44
4.5 Strategies for leadership challenges in the police service .............. 54
4.6 Leadership in the police service ....................................................... 60

## CHAPTER FIVE .............................................................................. 62

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS ..................... 62

5.1 Introduction ......................................................................................... 62
5.2 Summary of findings ......................................................................... 62
   5.2.1 Factors affecting leadership in the national police service in Kenya .... 62
5.2.2 Relationship between police reforms and police leadership ........................................ 63
5.2.3 Strategies towards addressing challenges to police leadership ................................ 64
5.2.4 Leadership in the police service ................................................................................. 65
5.3 Conclusions .................................................................................................................... 65
  5.3.1 Factors affecting police reforms in the national police service in Kenya .... 65
  5.3.2 Relationship between police reforms and police leadership ............................... 65
  5.3.3 Strategies towards addressing challenges to police leadership ........................... 66
5.4 Recommendations ........................................................................................................ 66
5.5 Recommendations for Further Research ..................................................................... 67
REFERENCES .................................................................................................................. 68
APPENDICES .................................................................................................................... 79
  Appendix I: Questionnaire for Police Officers ................................................................. 79
  Appendix III: Questionnaire for Members of the public ............................................... 85
  Appendix III: Map of Study Area ................................................................................. 89
LIST OF TABLES

Table 4.1: Reliability Coefficients ........................................................................................................... 36
Table 4.2: Response Rate .......................................................................................................................... 37
Table 4.3: Organizational structure and leadership within the DCI headquarters................................. 39
Table 4.4: Extent to which education of the police affect the leadership in the police service............................................................................................................................................................. 41
Table 4.5: Extent to which Police culture affects the leadership within the police service ............. 42
Table 4.6: Extent to which Police-community relationship affect leadership........................................ 44
Table 4.7: Statements relating to organizational structure and leadership in police service............................................................................................................................................................. 46
Table 4.8: Statements relating to education and leadership in the police service ............................... 48
Table 4.9: Statements relating to organization culture and leadership in the police service............................................................................................................................................................. 49
Table 4.10: Police agreement on statements relating to Police-community relationship................. 51
Table 4.11: Community agreement on statements relating to police-community relationship............................................................................................................................................................. 53
Table 4.12: Challenges by the police leadership in the current reforms ......................... 55
Table 4.13: Strategies to mitigate the challenges facing leadership in the police service ............. 56
Table 4.14: Community agreement on statements relating to police leadership strategies............... 59
Table 4.15: Effectiveness of police leadership in the DCI headquarters. ........................................... 60
Table 4.16: Effectiveness of police leadership........................................................................................ 61
LIST OF FIGURES

Figure 2.1: Conceptualization of the challenges in police leadership ...........................................28
Figure 4.2: Period of service in police service ..................................................................................38
Figure 4.3: Effect of organizational structure on leadership ...............................................................39
Figure 4.4: Effect of education level on leadership within the police service ....................................40
Figure 4.5: Effect of organizational culture on the leadership within the service ..............................42
Figure 4.6: Police-community relationship and leadership within the police service .......................43
Figure 4.7: Whether police reforms have affected police leadership within police service (i) ..........45
Figure 4.8: Whether police reforms have affected leadership within police service (ii) .................45
Figure 4.9: Establishment of strategies to mitigate challenges facing police service ....................55
OPERATIONAL DEFINITION OF TERMS

Reform- Reform means the improvement or amendment of what is wrong, corrupt and unsatisfactory. In the study reforms refers to the practices that are geared towards changing the police service, from the corrupt, unmotivated and undedicated police service to a police service which is corruption free, motivated and highly dedicated.

Leadership- This is the art of influencing human behavior toward organizational goals. In our case a police leader is regarded as a police officer who gives direction as to how work should be done, and provide the resources to undertake that work.

Policing- this is the use of police officers to preserve law and order. In our case, it includes the actions of a person or group in authority in order to ensure fairness and legality in an area of public life.
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>DCI</td>
<td>Directorate of Criminal Investigation</td>
</tr>
<tr>
<td>DIG</td>
<td>Deputy Inspector General</td>
</tr>
<tr>
<td>FBI</td>
<td>Federal British Investigation</td>
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<tr>
<td>IBEA</td>
<td>Imperial British East Africa</td>
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<tr>
<td>IGP</td>
<td>Inspector General of Police</td>
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<tr>
<td>KPF</td>
<td>Kenya Police Service</td>
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<td>KPS</td>
<td>Kenya Police Service</td>
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ABSTRACT

In the year 2010, the Kenya police force underwent a reform which sought to revamp the police service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations. The aim of the study was to determine the effect of police reforms on leadership within the Kenya police service in reference to the Directorate of Criminal Investigation. The study was based on the objectives that include establishing the factors affecting leadership in the national police service in Kenya, defining the relationship between the factors and police reforms in Kenya and interrogating the strategies towards addressing challenges to police leadership in the current reforms. The study was based on functional leadership theory. Data was collected from police officers in the DCI headquarters and the members of public in Kiambu County. The target population was 200 police officers at the DCI headquarters. The researcher used stratified random sampling to select 60 police officers for the study. Data was collected by the use of questionnaires for police officers and members of public. Quantitative data was analyzed using descriptive statistics generated using SPSS. Qualitative data was analyzed through content analysis. Data was edited and coded into SPSS for effective analysis. The quantitative data was presented in form of frequency tables and graphs for quick and easy interpretation. The qualitative data was presented in prose form. The study established that the respondents indicated that organizational structure, education of the police, organizational culture and police-community relationship in the police service affected the leadership. The respondents indicated that organizational structure in the police service, education of the police, organizational culture and police-community relationship affected police leadership to a great extent. The study established that these factors positively affected police leadership. The study established that the police leadership faced challenges in the current reforms. The respondents indicated that police leadership had not established strategies to mitigate the challenges facing them. The study concluded that organizational structure, education level of police officers, organizational culture, police-community relationship and organizational structure all affect the leadership within the DCI headquarters to a great extent. The police service has not adopted strategies to mitigate the challenges facing them in the current reforms. The study recommends that the oversight committee, steering police reforms in Kenya need to initiate an organizational culture that is change driven, this will help to accommodate the dynamicity of leadership challenges that depress the overall reform process. Thorough campaigns should be held to sensitize the public on embracement of community policing strategy. The study proposes that a similar research need to be conducted this time assessing the role of county commissioner’s role in shaping police leadership under decentralized government.
CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter has the background of the study, statement of the problem, objectives, and research questions, significance of the study, scope, the assumptions and limitations of the study. The study investigates and analyzes the challenges encountered by the leaders in the Police service in the current reforms.

1.2 Background

Leadership is the process of motivating, inspiring, convincing, persuading, and in some other way compelling others to follow. The act of leadership is a process of considering how things can be made better. In the context of policing, leadership can mean exercising command authority in times of crisis. This distinguishes police, public safety, and the military from many other occupational fields, where there is almost always time to seek input, generate consensus, and communicate rationales. Effective police leaders might need the capacity to do all of those things, while recognizing when it is time to issue split-second orders. Likewise, effective police followers must have an ability to be aware of times when their role is to provide unquestioning compliance with a peer or supervisor. Leadership in such environments becomes more complex, because the doctrines and dogmas espoused by many leadership visionaries may be ill suited for the low frequency, high impact events that define these disciplines (Bayley, 2005).

Historically, police leadership can be best described as authoritarian and reactive. While this type of leadership appears to have been somewhat successful in its own right, today’s and future police organizations seem to need a different type of leadership. The
question is what type of leadership will be required. This question seems best answered by exploring two types of leadership if reactive and proactive leadership. In reactive leadership style, a leader reacts to problems, incidents, situations as they occur or after they have occurred. The response is individualized with no thought as to long term implications or possibilities. A proactive leader is not afraid to make decisions based on information that suggests a problem can be headed off before it grows worse. A proactive police leader is not afraid of being creative and innovative (Gaines & Ricks, 1998). Proactive leadership fits the police leadership in that the police are involved in dangerous operations.

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 non-state 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, 2005). 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.

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,
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, 2007). The key elements of police reforms in South Africa after emerging from the apartheid rule in 1994 revolved around improving access to police services in communities that had historically been discriminated against during the apartheid regime (Bruce, 2003). The reforms also focused on changing the command structure of the police in order to allow for community involvement and effectiveness of leadership in the police service.

Several reform initiatives targeted at the police in Kenya have been and continues to be a subject of discussion in several forums. The government of Kenya has made several attempts at command and structural reforms in the police since 2003 (Njuguna, Michuki & Wanjiru, 2013). 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. The police service was expected to transform itself and leadership in the police service (Alemika, 2007). However, while the police institution in Kenya was being reformed questions arose as to whether there was any progress made so far especially on the police leadership (Amnesty International, 2013). Leadership-related challenges that
were being experienced raised concern of police officers’ willingness to reform or perceived reform as an unwelcome interference on their work (Mboroki, 2013).

The current reforms in the police came with a change in the police leadership command. Previously the service was under the command, superintendence and direction of the Commissioner of Police, who was responsible to the President for the efficient administration and governing of the service. For the purpose of police administration, the service was divided into Provinces and Formations. The provinces are subdivided into Divisions, Stations and Posts. The new constitution created the National police service which merged the Kenya police and the Administration police. The National Police Service command is under the command of the Inspector General of Police (IG) who had authority over the Administration Police and Regular Police. The IGP is in turn deputized by two Deputy Inspector General’s (DIG’s), each from the two wings of the service. Under the DIG we have the senior assistant inspector general followed by the assistant inspector general and then the commissioners. The IG has security of tenure so as to prevent cases of interference from politicians and the Executive arm of government. This was to give the police service operational independence in enforcing the law impartially. Despite the reforms were proposed by the government in order to improve the police, this study failed to touch on police reforms and how they may affect police leadership. This creates the need to research on the effect of police reforms on the police leadership in Kenya.
1.3 Statement of the Problem

Good leadership is widely considered fundamental to high performance in such realms (Dobby et al., 2004) and as such the need for good police leadership is greater than ever (Meaklim & Sims, 2011). Mkutu (2008) stated that police leadership is based on the colonial regimes whose main role was to guide the police service in the maintenance of law and order. He further notes that these leadership structures have persisted and served the interests of many post-colonial rulers, who have maintained a strong hold on their operations and used them for personal gain.

The government in their urge to improve the police service, proposed reforms in the police service. Despite these reforms the leadership within the police service has continued to be poor with the impunity within the police service still existing (Mboroki, 2013). Police leadership has failed to offer support to the police officers through facilities and guidance. The poor leadership may be accrued to the current reforms in the police service as proposed in the new constitution.

Local studies have been done on police reforms. Mboroki (2013) did a study on the factors influencing service delivery by Kenya Police Service. He found that the poor police leadership posed a major challenge to service delivery within the police service. Chtalu (2014) did a study on the challenges related to police reforms in Kenya. The study discovered that knowledge of police reforms among police officers was very low citing the change of name from police force to police service and the appointment of the Inspector General as part of the reforms. Despite the current police reforms being proposed, their relationship to the leadership in the police service is yet to be discussed.
in any analytical study. This creates the need for a study on the effect of police reforms on police leadership in the DCI headquarters. The question this study sought to answer is ‘what is the effect of police reforms on police leadership in the Kenya police service and specifically the DCI headquarters?’

1.4 Aim and Objectives of the Study

The aim of the study was to determine the effect of police reforms on leadership within the Kenya police service in reference to the Directorate of Criminal Investigation. The specific objectives were to;

i. To determine the factors affecting police reforms in the national police service within the National police service

ii. To evaluate the relationship between the police reforms and police leadership within the National police service

iii. To determine the strategies towards addressing challenges to police leadership within the National police service in the current reforms

1.5 Research Questions

The study sought to answer the following questions;

i. Which are the factors affecting the leadership within the National police service?

ii. What is the relationship between police reforms and police leadership within the National police service?

iii. Which are the strategies adopted in addressing challenges to police leadership within the National police service in the current reforms?
1.6 Research Assumptions

The study assumed that;

i. Low level of education and financial instability contribute to leadership challenges in the current police reforms in Kenya

ii. The current police reforms are more focused to change in organizational structure

iii. There are numerous reshuffles of senior police officers focusing on strengthening police leadership in Kenya

1.7 Justification of the Study

Kenya police leadership has been facing many leadership issues. This is due to the fact that the Kenya police have been poor in decision making which has affected the performance of the police service. The DCI was used as the case study based on the fact that it is the section in the police service where most of the reforms are directed based on their role in crime control and investigation. Despite the proposed reforms, the police leadership has not improved with majority of the reforms not implemented. The question is what is the effect of police reforms on leadership within the Kenya police Service?

The study will be significant to a number of beneficiaries. The study will be of importance to the management in the police service as they will understand how the current reforms affect police leadership. This will enable them to them to develop relevant strategies that would improve the operations and management of the police service and implementation of the proposed reforms. The study will also be important to
policy makers as they will be able to design policies based on the findings of this study. The policies would seek to improve the police leadership and ensure the implementation of the proposed police reforms.

The findings of this study will assist the future researchers and scholars understand the relationship between leadership and reforms. This would enable other researchers to use the study as a basis for further research. The scholars would get literature for their academic research and assignments on police leadership in police reforms.

1.8 Scope of the Study

The study was concerned with determining the effect of police reforms on police leadership in the Kenya police. The study was carried out in the DCI headquarters in Muthaiga in Kiambu County. The study targeted police officers at the DCI Headquarters based on the different levels of management and members of public within a 2km radius from the DCI headquarters.

1.9 Limitations of the Study

Some of the questionnaires given were not returned. To overcome this limitation, the researcher filled the questionnaire as she interviewed the respondents. In addition, the company rigid policies in the institution posed a limitation as the respondents were not free enough to give information. The study overcame this limitation by requesting for an introductory letter from the University which helped to introduce her to the management of the institution.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, various theories were reviewed and more particular, their relevance to the study. The researcher also reviewed other studies that had been done in regard to this topic. There is no doubt that a large amount of empirical research has been directed on the police leadership, challenges and reforms.

2.2 Literature Review

2.2.1 Leadership: A Global Perspective

Leadership is the ability to instill confidence and support the others who have to achieve the organizational goals (Dubrin, Dalglisg & Miller, 2006). Evans and Evans (2002) in their study indicated that leadership involves leading, conducting, escorting, guiding, tracing, steering and managing others. They further defined a leader as a person who leads a group that has work tasks and social functions to perform. Leadership is a matter of setting direction, being clear about where you want to go, creating alignment. It also involves getting and keeping everyone on board, and facing the adaptive challenges that arise. Furthermore, leadership is the process whereby individuals succeed in forming and defining the reality of the workplace and beyond. Leadership, like other social formula, is socially built through successful interaction with other leaders and also the subordinates that the leader must deal with on a day-to-day basis (Parker, 2001). In the police service interaction with the subordinates may be very crucial to effective management of the police service.
According to Adlam (2003), leadership is a rather complex concept. This is especially true because several approaches have been employed to provide meaning to the term leadership and effectiveness. Therefore, leadership has been defined from different and some of the definitions are discussed below. The traditional perspectives perceive the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson, Ford & Hamilton, 2008). In addition to that, the old leadership perspectives are based on leader’s role as formulating goals, and ensuring their efficient accomplishment.

As the focus shifts from bureaucracy (in which the leader tends to directs others and make decision for others to implement) to non-bureaucracy, the perception of leadership appears to emphasize motivation, inclusion and empowerment of followers. Jaques and Clement (2001) define leadership as a process in which an individual sets direction for other people and carries them along in that direction with competence and full commitment. Therefore, leadership is a responsibility characterized by commitment and competence; and it takes place in a role relationship within a social structure. In essence, a leader functions by interacting with other people within a social structure. In the police this may involve interaction with the members of public, subordinates and politicians.

In the contemporary context, Hendriks (2006) defines leadership as the ability to inspire confidence and support among followers who are expected to achieve organizational goals. This has to do with change, inspiration and motivation. It can be inferred that the leader’s task is to build followers’ confidence in their job so as to be effective on their
job. In addition, it is the leader’s responsibility to communicate the picture of what the organization should be, convince followers and channel all activities toward accomplishing it. Pierce and Newstrom (2003) define leadership as the art of transforming people and organization with the aim of improving the organization. Leaders in this perspective define the task and explain why the job is being done; they oversee followers’ activities and ensure that followers have what they need in terms of skills and resources to do the job. This would be relevant in the police service where the police leaders have to lead by example and ensure the police undergo training in how to do their job and relate well with each other and the public. This may be geared towards changing the opinion and image of the police in the country.

2.2.2 Trends in Police Leadership in Kenya

According to the Amnesty International (2013) the Kenya Police Service operated under two independent services of administration and the Kenya police before the new constitution of 2010. The Kenya police was under the command, superintendence and direction of the Commissioner of Police, who was responsible to the President for the efficient administration and governing of the Service. For the purpose of police administration, the Service was divided into Provinces and Formations with the provinces headed by provincial commissioners. The provinces are subdivided into Divisions, Stations and Posts. The Commissioner of Police was empowered under the provisions of section of the Police Act of the former constitution to issue administrative orders for the general control, direction and information of the Service. The administration police were headed by the AP commandant answerable to the president.
UNHCR (2010) documented the changes in the Kenya police leadership that came with the constitution of 2010. When the new constitution came to play, the structure of the police leadership changed where the National Police Service command was put under the Inspector General of Police (IGP) who has authority over the Administration Police and Regular Police. The IGP is in turn deputized by two Deputy Inspector General’s (DIG’s), each from the two wings of the service. The IGP has security of tenure so as to prevent cases of interference from politicians and the Executive arm of government. He/she should also be vetted by parliament to remove any element of bias from the president in the appointment. The National Police and Service Commission which is an independent constitutional commission was introduced by the new constitution to ensure that the National Police Service has the best management practices.

Mani (2000) contextualized Police reform in Kenya. The study found that the government did not consider the police culture and history in the police reforms. He noted that effective police leadership in Kenya need the capacity to do things, while recognizing when it is time to issue split second orders. He recommended that the Kenya police service change the leadership structured to avoid replication and ensure effective leadership. According to Mboroki (2013) the Kenya police have changed the mode of operation. At the moment, a police officer must have tangible evidence before he or she can take a person into custody. Previously the police could hold a suspect for as long as they wanted and charge him/her without evidence. This was facilitated by the high level of corruption in the judicially.
2.2.3 Factors Affecting Police Reforms

Organization Structure

De Witt and Meyer (2010) did a study on the Strategy Process, Content, Context an International Perspective. They noted that in organizations like the police service managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure consists of one or more layers of management. 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. Downes (2004) in their study found that a flat, uncomplicated and adaptable structure is the most common structure in police services throughout Europe.

Ungar (2012) in did a study on police reform and organized crime collaboration. He found that a decentralized organizational structure was the most applied in Latin American police reform. He indicated that since the transition to democracy, Latin American states have decentralized their police and other big state entities. He stated that sub-regional governments are better positioned to respond to local concerns and distinct conditions. However, those governments have been ill prepared for their tasks, especially for the transnational crimes that spill across their borders. Along with wide divergences in policing quality, that ineffectiveness has spurred re-centralization in countries like Venezuela and Mexico, as well as attempts to impose federal programs, as in Argentina and Brazil.
Sugarman (2010) did a study on organizational learning and reform at the New York police department. He indicated that organizational structure specifies the firm’s formal reporting relationships, procedures, controls, authority and decision making processes. Developing a structure that supports reforms is difficult despite the organizational structure being a critical component of a successful implementation of police reforms. The police service is characterized by a vertical organizational structure where at the apex of the structure we have the IGP with ultimate authority to make decisions or ratify decisions made at lower levels in the department’s hierarchy (Amnesty International, 2013).

Ndung’u (2011) investigated Police Reforms and public confidence in Kenya. He indicated that organizational structures in the police service should be changed for an efficient police service. However, he noted that the police leadership faces a challenge in implementing reforms as the structure is outdated and based on obsolete ideologies. A centralized organizational structure may create a challenge to leaders seeking to implement reforms in the police as it leads to inefficiency, bureaucracy and low morale. Policing structures must be designed to enable communities to constantly engage with the police in order to enable them to identify what they want from their police service, what they think about the service that is delivered, and how it can be improved. It is further important that the structures support a process in which there is a Policing Plan formulated from the national level and cascading to the lowest level of the country and vice versa. This would enable the leadership to implement change based on the proposed police reforms.
Hitt (2005) indicated that effective management structures provide stability the organization needs to successfully oversee the reform process. Top leadership hesitate that there are problems with the management structure in that doing so suggests that their previous choices were not the best ones. Because of these inertial tendencies, structural change is often induced instead by the actions of stakeholders who are no longer willing to tolerate the performance

**Education**

According to the International Crisis Group (ICG), (2005) the educational challenge in the police service is rampant especially in developing countries. This challenge has been a headache for the police leadership globally. Police reform in most developing countries is characterized as ad-hoc and policy measures follow each individual donor’s preferences and willingness for commitment. Alemika (1999) stated that given the fact that majority of local police have undergone no training for more than ten years with many never having received any kind of formal training, police leadership continues to face educational challenge.

Kagari and Thomas (2006) noted that education is not in the police department’s vocabulary with most police departments only require a high school diploma. This can be extrapolated to the leadership and the chief of police education.

Strock (2008) investigated the Education of the Police in California. He presents an uneducated view on college education and the police. He however stated that college education is not necessarily a prerequisite for good police leadership. The lack of understanding of education and how to obtain education is seen by his discussion. He
presents so that the public has to pick up the tab for the education. But what should be discussed by leaders is to require a four year degree prior to becoming a police officer. It is ironic that teachers have to first graduate from a four year institutions before they can apply to a teaching program. While the police officer only requirement is a high school certificate. A police leader can affect lives of other police officers and so education may be key in understanding the subordinates for effective police service.

Ngugi et al (2012) did a study on the factors influencing service delivery in the national police service. They found that education is a positive service in the advancement of policing. they noted that educated police officers had better oral and written communications skills, were more tolerant and flexible in their dealings with citizens, adapt better to organizational change, are generally more professional, and have fewer administrative and/or personnel problems. They concluded that with an uneducated police service the leadership is efficient as they can get quality ideas from the subordinates who may be having higher qualifications than themselves.

Hayeslip (1999) did a study on the relationship between Higher Education and Police Performance in America. He argued that police leaders with higher education have higher motivation, are better able to utilize innovative techniques, display clearer thinking and have a better understanding of the world of policing. The educated police officers also understood the necessity of education given the role of police.

**Police Culture**

Police culture is the operational and ethical behavior of police officers. Ott (2009) defines culture as the manner in which police officers carry out their duties. A good
police culture is the one that has values that prioritize community partnership and promotes informal interaction and change of attitudes toward various community members and groups (Carey, 2001).

Potosky and Ramakrishna (2002) did a study on the relationship between goal orientation, self-efficacy, and job performance. They argued that organizational culture clearly influences the success of an organization performance. Organizations often build positive organizational culture through communication, values, norms policies and rules, programs and leadership. Key indicators of organizational culture to be studied here include organizational attitudes, values and beliefs, history and norms and symbols and rituals.

Nowicki (1998) investigated the dynamics of organizational reform in police agencies and found that the bureaucratic model of policing is quite resistant to reforms. In Kenya police culture has been dominated by the colonial systems, where brutality, torture, corruption has been the order of the day. 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, 2011). On the other hand, individual values strongly influence behavior taking place within the context of a police organization (Lipsky, 2010).

Auerbach (2003) did a study on police accountability in Kenya. He found that the Kenya police department is a bureaucratic, hierarchical, has central decision making and is policy driven. The study stated that it is important to acknowledge the difficulty
of changing the culture of policing in Kenya. The long-term success of any program of police reform depends to a great extent on the institutional culture that prevails within the Service. Where the prevailing culture is one of corruption and impunity, changing that culture must be one of the central goals of police reform. He noted that the transition from a "force" to a "service" is a fundamental transformation in the way the individual police officer applies himself/herself to the work and conceives his relationship to the public, day in and day out. The Service must deal both at personal and institutional level with issues that bring disrepute. Such behavior is manifested in, Apathy and lack of work ethics, Lack of commitment, defensive approach to issues, Blind loyalty to powers outside the service, and indifference approach in service delivery.

Kagari and Thomas (2006) indicated that the Kenya police service has its culture in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. He found that the police still cling to one of the most outdated and rigid culture that may hinder any meaningful change management process. The managers here should understand and plan carefully the staffs’ attitudes towards a particular new concept before implementing it.

**Police-Community Relationship**

There are many reasons why the police have difficult interactions with the communities they are supposed to serve and protect. Many of these stem from the fact that overall, police departments have contrasting perspectives, poor communications, and concerns about the nature of social control in a free society (Carter & Radelet, 2009). The police
deal with the community on several levels: individually, as a group/organization, and as political actors. When it appears that law enforcement represents the interests of the communities in which they police, there is general harmony. When police are out of sync with these sentiments, there is discontent and dissonance. Cordner and Scarborough, (2007) found that different community groups view the police differently and have varying notions of the priorities and objectives of law enforcement and criminal justice.

Alemika (1999) found that the communities in Nigeria often complain about police inaction and giving excuses for doing nothing in the face of crime and victimization. They also complained of police brutality, torture, assault, rape, trigger happiness, illegitimate arrest, harassment, incivility, disregard for human rights, corruption and extortion, among other things. He further found that negative police community relations may be due to corruption in the police service. Corrupt motive of the police is the major source of police brutality. Closely related to the problem of corruption and extortion is the incidence of collusion of some police officers with criminals, resulting in increased insecurity and police inefficiency in tackling crime. The twin phenomenon of police brutality and corruption constitute the main barrier between the police and public in Nigeria.

Ndung’u (2011) indicated that the Kenyan public is largely unwilling to cooperate with the police and share information due to their corrupt nature. However she noted that Kenyans are becoming more open and are willing to come forward to report cases of police brutality and excessive use of service to the relevant authorities. Police reform
focused on laws and legislation is extremely myopic and fails to appreciate and address real challenges facing the policing sector in the country.

2.2.4 Strategies for Leadership Challenges in the Police Service

Police leadership has to develop strategies to overcome the challenges brought by the management structure in the police. Downes (2004) stated that organizations adopt different strategies for structural challenges. These include 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 adoption of structural police reforms should involve 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 & Griffins, 2003). Barley (2003) recommended that the police leadership in conjunction with the government and the concerned bodies should establish an accountability system in the police service in order to increase the efficiency. He discussed the key elements of effective police accountability system. The key elements include legislation, practical instructions based on the legislation, policies on police capacity, police training, adequate equipment, proper reporting procedures and adequate supervision that support officers in carrying out their duties professionally by use of an independent body to oversee such procedures.
Ransley (2009) indicated that in order to enhance police accountability there should be improvement of the capacity of government institutions to hold police accountable and the capacity of the police to collect and analyze information. He also recommended the creation of an oversight body to ensure that alleged wrongdoing by police is investigated effectively and supporting the development of research capacity.

Gambino (2008) in his study stated that despite training for senior level proceeding in countries like Congo somewhat efficiently, the capacity to comprehensively train the skills of lower ranks is highly insufficient. Bringing the right type of people into law enforcement is a major aspect of any effort to improve the police profession and address the education challenge that face police leadership. Most discussions of police reform have touched on the importance of recruitment and selection as a long-term strategy for improvement.

Finn (2011) in his study recommends that police leadership should develop training programs for the management and subordinates in order equip them with the right skills. When the leaders have the right skills they can be able to influence the subordinates to undertake training for effective policing. He further recommended establishment of a minimum qualification for police recruitment would ensure that the recruits are trainable and ease the pressure on the police leadership to implement reforms given an uneducated police service.

Senior and Wailes (2010) stated that if strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement reforms swiftly and easily. However, if the firm's climate is not supportive,
reforms may be ineffective or even counterproductive. They stated that organization's culture should infuse individuals with enthusiasm for implementing and managing reforms. Assessing cultural risk helps management pinpoint where resistance to reforms could occur because of incompatibility between strategy and culture this allows managers to make choices regarding whether to ignore the culture, manage around the culture, change the culture to fit the strategy or change the strategy to fit the culture.

Omeje and Githigaro (2012) stated that for effective leadership there is need to promote learning and personal growth amongst police officers in interpersonal, intrapersonal and communication skills along with the practical knowledge on community policing, good practice in working with civilians to foster public trust in the service. It is an open secret that some if not most police officers do not have negotiation skills to deal with crowds. The caliber of personnel recruited must be of high academic standards so as to ensure that the Police Service is not used as the last option for the public who are looking for employment. This will instill professionalism in the service.

Kelling and Moore (1998) stated that most countries do not have a written policy on policing. He recommended the establishment of a National Policing Policy to guide the operations and interactions between police officers and citizens. This would improve the relations between the police and public. It is paramount that governments operationalize and entrench people centered police institutions that will ensure that the welfare of police officers is catered for and accountability in National Police Service. With community policing the operations and activities of the police are more visible to the public, with more public accountability.
Schafer (2010) did a study on effective leadership in policing in the USA. He makes an interesting observation in his work which surveyed 1000 police leaders attending the FBI’s National Academy, that the most frequently observed elements of success for effective leaders were closely tied to personality and interpersonal skills such as being caring, communication and having a good work ethic, rather than more technical aspects of the role such as decision making, competency and knowledge. Bayley (2005) did a study on Police Reforms in Australia and New Zealand. The study involved 1600 police officers drawn from the two countries. He noted that effective disciplinary systems within the police should be a first-order priority in democratic reforms. It depicts the fact that for any democratic society to exist, an effective disciplinary system must be in place to check the Policing machinery. If this is not done the perception is that the democratic process will either fail in totality or will be very hard to implement hence, the importance of this issue.

2.2.5 Police Reforms

According to Alemika (2007), there has been an increasing demand for police reform precipitated by the need to have an efficient, responsive and accountable police services. In the United Kingdom, police reforms were catalyzed by exposure of system failures that included police corruption and miscarriages of justice (Savage, 2007; Hahn, 2003). Authoritative sources of information on police reforms in Africa indicate that lack of or absence of rule of law enforcement efforts to combat a variety of crimes both conventional and non-conventional has been a major catalyst of police reforms (Opolot, 2007). Political will and preparedness to undertake police reforms has also
been cited as one of the motivating factors. Rauch (2013) argued that the African National Congress and other democratic forces in South Africa were severely underprepared and under-resourced for tackling the problem of police reforms.

The government of Kenya has shown a lot of interest in National Police Service reforms. The constitution stipulated various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations (Njuguna et al, 2013). Ransley (2009) emphasized the need to restructure police syllabus for police recruit trainees. The report recommended basic trainees to take a minimum period of one year or even more.

Mani (2000) noted that like other organizations, police agencies should balance constancy and predictability with adaptation and change. Even as they strive to standardize operations, most police leaders recognize the fluid context in which their agencies operate. They also understand that there are services to which police organizations must adapt and evolve in order to remain effective in a changing world. It is those services that drive organizational change and create new models for conducting the business of policing.

Ndung’u (2011) noted that in the current police reforms institutions have been established to promote the current state and we now have the Independent Policing Oversight Authority (IPOA) and National Police Service Commission (NPSC) as part of the day to day management of the police service. Further, the office of the Inspector General (IG) has also been introduced which is something we did not have before. The
Inspector General of Police (IGP) who has authority over the Administration Police and Regular Police. The IGP is in turn deputized by two Deputy Inspector General’s (DIG’s), under whom we have the senior assistant inspector general followed by the assistant inspector general and then the commissioners. Previously the Service was under the command, superintendence and direction of the Commissioner of Police.

Mboroki (2013) noted that the establishment of the National Police Service Commission (NPSC) was a big step towards reforming this critical public sector charged with enforcing Rule of Law. He noted that whereas some steps have been made in implementing police reforms; many critical reforms are yet to be made key among them the vetting of senior officers, comprehensive life insurance for all police officers, provision of security kits to all officers and the construction of a forensic laboratory for the Directorate of Criminal Investigation (DCI). He further established that the poor police leadership posed a major challenge to service delivery within the police service.

2.3 Theoretical Framework

The study was based on the functional leadership theory developed by Hackman and Walton in 1986. This theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion (Fleishman et al., 1991; Hackman & Wageman, 2005; Hackman & Walton, 1986). Klein et. al (2006) observed five broad functions a leader performs when promoting organization’s effectiveness. These functions include environmental monitoring, organizing
subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work. In the Functional Leadership model, leadership does not rest with one person but rests on a set of behaviors by the group that gets things done. Any member of the group can perform these behaviors, so any member can participate in leadership. The Functional theory of leadership, places greater emphasis on how an organization or task is being led rather than who has been formally assigned a leadership role.

The leaders by showing consideration and initiation behaviors leads to team effectiveness. Consideration includes behavior involved in fostering effective relationships such as showing concern for a subordinate or acting in a supportive manner towards others. Initiating structure involves the actions of the leader focused specifically on task accomplishment. This could include role clarification, setting performance standards, and holding subordinates accountable to those standards. Cross-functional teams are used to improve coordination among the different parties involved in carrying out a joint project. Self-managed teams are delegated most of the responsibility and authority traditionally vested in line supervisors.

By focusing on the function of leadership in the police service it is easier to see the stimuli that are actually influencing the behavior of the police service—even if the input is coming from informal and unlikely sources. Police leadership in Kenya where the subordinates usually follow orders without question, may be changed where the police officers may be involved in decision making by asking them of suggestions on the various issues in the police service. This would make them feel part and parcel of
everything that is done in the service and hence reduced resistance to reforms. The functional theory of leadership puts the police leader into position to assign tasks to his followers with clear instructions not only that but also participate in the daily activities of the police service to achieve the desired goals so as to register success as a leader. Furthermore, the police leader can also use his power to control rewards and suctions to the police officers who are comparative and the degree to which he/she was supported by the service.

With the current reforms expected to improve the effectiveness of the police service, the theory is relevant in that it stipulates the activities that police leadership have to undertake in order to improve the police service. This may involve meeting the needs of the police which in turn increases their morale and hence satisfaction. The police leadership has to ensure that they perform the functions stipulated in the theory to ensure that the expected reforms take place in the Kenya police service. This may involve improving the working conditions like salary and housing for the police service.

2.4 Conceptual Framework

The study can be conceptualized in framework explaining the relationship between the independent variables (factors) and the dependent variable (leadership within the Kenya police service) with police reforms as the intervening variable.
Majority of the studies reviewed in this research have been carried out outside Kenya. Ndung’u (2011) did a study on police reforms in Kenya and public confidence. The study found that the current police reforms institutions in Kenya were established to promote the current state of police. This study relates to the current study in that it studied the current reforms in the police which is the independent variable in the current study. This study despite focusing on policing reforms, the study was not carried in DCI headquarters. Mboroki (2013) did a study on the factors influencing service delivery by
Kenya Police Service. This study relates to this study in that leadership is noted as a major factor in Mboroki’s study and a dependent variable in the current study. Despite the study focusing on police however failed to focus on police officers in the DCI headquarters which makes the study different. Chtalu (2014) did a study on the challenges related to police reforms in Kenya. The study revealed that implementation of new rank structure had become difficult to implement as required by the law. This study relates to the current study in that it focuses on reforms but fails to establish its relationship to police leadership. The local studies carried out in Kenya have failed to establish the effect of police reforms on police leadership which creates the need for this study.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research methodology which focuses on research design, target population, sample and sampling design, research instruments, and data analysis.

3.2 Research Design

The study used descriptive survey research design. According to Orodho (2003), a descriptive survey targets a large population but uses part of the population for the study. In our case the study targeted all the police officers in DCI but used part of the population for the study. Descriptive design is suitable because it is used to obtain information that describes existing phenomena by asking individuals about their perceptions, attitudes, behaviors or values.

The design enabled the researcher to obtain information on the leadership in the police service from the police leaders and community members in DCI. This design can also be used for explaining or exploring the existing status of two or more variables. In our case the study enabled the researcher to explore the police leadership and the effect of police reforms on the leadership.

3.3 Site of the Study

The study was carried in Muthaiga area in Kiambu County. The DCI headquarter is located in Muthaiga area, four kilometers north of the Nairobi City Centre. The study area is shown in Appendix III.
3.4 Target Population

Denscombe (1998) defines a population as the total collection of all elements about which the researcher wishes to make some references. Target population was made up of police officers and members of public. It involved police at the DCI headquarters and community members around the headquarters. The study involved 200 police officers at different management levels at the DCI headquarters. The target population was 22 policy makers, 55 implementers and 123 operational managers within the headquarters. The study also targeted members of public within a 2km radius from the DCI headquarters.

3.5 Sample and Sampling Techniques

The researcher used stratified random sampling to select the police officers for the study. According to Orodho (2008), stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. This method was preferred as it gave the police officers an equal chance to be selected in their strata hence avoiding selective bias.

60 police officers were selected for the study based on their level of management (policy making, implementation and operational level). The sampling method was relevant since the police officers hold different levels of management giving homogenous strata in the target population. Mugenda and Mugenda (2003) suggest that a sample of between 20 and 50 percent is reliable and sufficient for generalization.
Snowball approach was used in the selection of 54 members of public. This is where the researcher used key informants to identify and introduce the researcher to potential respondents. This enabled the researcher to gather information from the relevant people and this increased the validity of the data. The study sampled a total of 104 respondents who were involved in the study.

3.6 Instruments of Data Collection

The study used both primary and secondary data. Primary data was collected through a semi structured questionnaire. The questionnaire had open and closed ended questions. Closed questions have predetermined answers and usually collect quantitative data while open-ended questions give the respondents free will to answer and usually collect qualitative data.

A questionnaire has the ability to collect a large amount of information in a reasonable quick space of time (Orodho, 2009). They are easy to analyze and cost effective when compared to face to face interview. The questionnaires were used to collect data from the police officers and the members of public. For the police officers, the questionnaires were left with the respondents and then collected at agreed time. For the members of public, the researcher asked the questions and noted the responses on the questions in the questionnaire. The questionnaire contained likert questions based on the likert scale (1-strongly agree, 2-agree, 3-Moderately agree, 4-disagree, 5-strongly disagree). These questions sought to determine the level of agreement on statements relating to the problem under investigation.
Secondary data was obtained from written sources such as published and unpublished materials, reports, scholarly journals and periodicals, books, working papers, records from police headquarters, policy documents and police project documents. These documents were reviewed extensively to collect up to-date information about the subject area of study. The data was also useful to supplement primary data.

3.6.1 Validity

Validity is defined as the suitability, correctness and the accuracy of the meaning of the extrapolations arising from the results of the study (Frankel & Wallen, 2011). It refers to the level to which study findings accurately represent the area under investigation. The researcher concentrated on content validity. Cohen, Manion & Morrison (2007) defined content validity as the degree to which the data collected using a certain instrument represent a specific field of indicators or content of a specific subject. Accordingly, the researcher evaluated the content validity by consulting research experts including the supervisor and professional experts to ensure that the instrument measures what it intends to measure.

3.6.2 Reliability

As defined by Castellan (2010), reliability refers to the degree to which a test consistently measures whatever it measures. It is the ability to constantly produce the same results when repeated measurements are taken under the same circumstances. For the purpose of this study, reliability was assessed using the internal consistency method and questionnaires were piloted using 10 police officers from the DCI headquarters. These respondents were not involved in the actual study. Reliability of the
questionnaires was evaluated through Cronbach’s Alpha which measures their internal consistency. Cronbach Alpha was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on.

3.7 Data Analysis and Presentation

Data collected from the questionnaire was edited, coded, cleaned and entered into statistical Package for Social Sciences (SPSS). It is a computer program used for statistical analysis and has the ability to handle statistical presentation with array of formulas for ease of interpretation. The descriptive statistics were employed to analyze quantitative data in terms of frequencies, percentages, mean and standard deviation. The data was presented in form of tables, charts and graphs for quick and easy interpretation.

The qualitative data collected from the focus group interviews was analyzed using content analysis since they involved analysis statements from the focus group interviews. The data was first coded by assigning numbers, then grouped into themes and merged according to their categories, patterns and trends. They were then presented in form of arguments and statements. The study applied the theory in analyzing the current reforms and police leadership in the Directorate of Criminal Investigation. The theory was also assist in the determination of the strategies that can be used to solve the challenges that face the police leadership in Directorate of Criminal Investigation.
3.8 Ethical Considerations

Written consent of the respondents was sought before carrying out the study. Consent was also obtained from the management of the University before carrying out the study in their institutions. Each respondent was assigned a letter for identifications purposes. Data was tabulated based upon the letter identification rather than a characteristic which may have had the potential for identifying the respondent. Other ethical considerations in this study revolved around issues such as voluntary participation, informed consent of the respondent, confidentiality and faithfulness. A range of measures was taken to ensure the rights of the participants in regard to anonymity were observed.
CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive statistics have been used to discuss the findings of the study.

4.1.1 Reliability Analysis

Table 4.1: Reliability Coefficients

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0.748</td>
<td>11</td>
</tr>
<tr>
<td>Education</td>
<td>0.721</td>
<td>10</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>0.854</td>
<td>15</td>
</tr>
<tr>
<td>Police-community relationship</td>
<td>0.786</td>
<td>14</td>
</tr>
</tbody>
</table>

Reliability of the questionnaire was evaluated through Cronbach’s Alpha which measures the internal consistency. Cronbach’s alpha was calculated by application of SPSS for reliability analysis. The value of the alpha coefficient ranges from 0-1 and may be used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales. A higher value shows a more reliable generated scale.

Cooper & Schindler (2003) has indicated 0.7 to be an acceptable reliability coefficient. Table above shows that organization structure had the highest reliability ($\alpha=0.854$) followed by police-community relationship ($\alpha=0.786$), organizational structure
(α=0.748) and finally education (α=0.721). This illustrates that all the four scales were reliable as their reliability values exceeded the recommended threshold of 0.7.

**4.1.2 Response Rate**

**Table 4.2: Response Rate**

<table>
<thead>
<tr>
<th>Questionnaires Administered</th>
<th>Questionnaires filled &amp; Returned</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police officers</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>Members of public</td>
<td>54</td>
<td>48</td>
</tr>
</tbody>
</table>

The study targeted a sample size of 60 police officers from which 50 filled in and returned the questionnaires making a response rate of 83.3%. From the 54 members of public given questionnaires, 48 of them filled and returned the questionnaires making a response rate of 88.9%. This response rate was satisfactory to make conclusions for the study as it acted as a representative of the whole population. This is in line with the recommendations of Mugenda and Mugenda (1999) who stated that a response rate of above 70% is excellent. Based on the assertion, the response rate for the study was excellent.

**4.2 Demographics Information**

The study sought to establish the demographic characteristics of the respondents. Demographic information of this study comprised of the respondents’ period of service in the police service. The study sought to establish the period which the police officers had served in the police service. The findings are presented in figure 4.2 below.
Figure 4.2: Period of Service in Police Service

From the figure, majority of the respondents as shown by 54% had served for more than 10 years, 34% had served for a period of 6 to 10 years whereas 12% had served in the police service for a period of 1-5 years. This implies that majority of the police officers have served in the police service for a considerable period of time which implies that they were in a position to give credible information relating to this study.

4.3 Factors Affecting Police Reforms

The first objective was to determine the factors affecting police reforms in the national police service within the National police service.

4.3.1 Organizational Structure

The respondents were requested to indicate whether organization structure of the police affected leadership in the DCI headquarters. The results were as shown in figure 4.3.
The figure revealed that 92% of the respondents agreed that the organizational structure of the police service affect the leadership within the DCI headquarters while 8% were of the contrary opinion. This is an implication that organizational structure of the police service affects the leadership within the DCI headquarters.

Table 4.3: Organizational Structure and Leadership within the DCI Headquarters

The study sought to establish the extent to which organizational structure affected leadership within the DCI headquarters. The results are presented in the table 4.3.

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Great extent</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>Very great extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.3 indicates that 52% of the respondents indicated that organizational structure affected leadership within the DCI headquarters to a great extent, 34% indicated moderate extent, 10% of the respondents indicated to a very great extent whereas 4%
indicated to a little extent. This implies that organizational structure affect leadership within the DCI headquarters to a great extent. Sugarman (2010) stated that organizational structure affect police reforms.

4.3.2 Education

The study sought to determine whether education of the police affect the leadership within the police service. The data was sought from police officers. The findings are shown in figure 4.4.

Figure 4.4: Effect of Education Level on Leadership within the Police Service

From figure 4.4, majority of the respondents as shown by 74% agreed that education of the police affected the leadership within the DCI headquarters whereas 26% were of contrary opinion. This implies that education of the police affects the leadership within the police service.
Table 4.4: Extent to which Education of the Police affect the Leadership in the Police Service

The respondents were requested to indicate the extent to which education of the police affect the leadership in the police service. The findings are tabulated in table 4.4.

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little extent</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Great extent</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Very great extent</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

The findings show that most of the respondents as shown by 44% were of the opinion that the level of education of the police affected the leadership within the DCI headquarters to a great extent, 26% indicated to a moderate extent, 20% indicated to a very great extent while 10% of indicated to a little extent. This implies that level of the police affects the leadership within the DCI headquarters to a great extent.

4.3.3 Organizational Culture

The study sought to determine whether organizational culture affected the leadership within the DCI headquarters. The findings are as shown in figure 4.5.
The figure shows that majority of the respondents as shown by 92% agreed that organizational culture affected leadership within the DCI headquarters whereas 8% were of contrary opinion. This implies that organizational culture affects the leadership within the DCI headquarters.

Table 4.5: Extent to which Police Culture Affects the Leadership within the Police Service

The research sought to determine the extent to which police culture affects the leadership within the police service. The findings are presented in table 4.5.

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate extent</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Great Extent</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>Very great extent</td>
<td>23</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The table shows that most of the respondents as shown by 46% indicated that police culture affected the leadership within the police service to a very great extent. 36% indicated to a great extent while 18% indicated to a moderate extent. This implies that police culture affects the leadership within the police service to a very great extent.
4.3.4 Police-Community Relationship

The study sought to determine whether police-community relationship affect the leadership within the DCI headquarters. The findings are shown in figure 4.6

Figure 4.6: Police-Community Relationship and Leadership within the Police Service

From the figure 4.6, majority of the respondents as shown by 74% agreed that police-community relationship affected the leadership within the DCI headquarters whereas 26% of the respondents were of contrary opinion. This implies that police-community relationship affects the leadership within the DCI headquarters.
The research sought to establish the extent to which police-community relationship affects the leadership within the DCI headquarters. The results are shown in table 4.6.

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vey Great extent</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Great extent</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Little extent</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings indicate that most of the respondents as shown by 44% indicated that police-community relationship affected the leadership within the DCI headquarters to a great extent, 32% indicated to a very great extent, 18% indicated to a moderate extent and 6% indicated to a little extent. This implies that police-community relationship affects the leadership within the DCI headquarters to a great extent.

### 4.4 Relationship between Police Reforms and Police Leadership

The second objective of the study was to establish the relationship between police reforms and police leadership in the DCI headquarters. The respondents were requested to indicate whether police reforms have affected police leadership in the police force. The results were a shown in figure 4.7 and 4.8.
Figure 4.7: Whether Police Reforms have Affected Police Leadership within Police Service (i)

Figure 4.8: Whether Police Reforms have Affected Leadership within Police Service (ii)

Figure 4.7 revealed that 74% of the police respondents indicated that the police reforms affected the leadership within the DCI headquarters while 26% were of the contrary opinion. Figure 4.8 revealed that 78% of the respondents from the public indicated that the police reforms affected the leadership within the police service with 22% being of the contrary opinion. This implies that police reforms affect the leadership within the
Kenya police service. The study found that the police reforms affected leadership within
the Kenya Police service through structural changes, accountability, reconfiguration of
policing roles and education requirements.

Table 4.7: Statements Relating to Organizational Structure and Leadership in
Police Service

The respondents were asked to indicate their level of agreement with statements relating
to organizational structure and leadership. The findings were tabulated in table 4.7.

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation in the police service has value when it comes to leadership in a police reform process</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.89</td>
<td>1.37</td>
</tr>
<tr>
<td>The Kenyan police service has a simple and adaptable structure</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.18</td>
<td>1.14</td>
</tr>
<tr>
<td>The structure in the police service supports reforms</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.46</td>
<td>1.33</td>
</tr>
<tr>
<td>Authority has an impact on the leadership in the current police leadership</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.78</td>
<td>0.93</td>
</tr>
<tr>
<td>Responsibility and authority vested in the police officers leads to effectiveness in reform leadership in the police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.52</td>
<td>1.20</td>
</tr>
<tr>
<td>The hierarchy design of the management structure in the police service influences the police leadership</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.80</td>
<td>1.16</td>
</tr>
</tbody>
</table>

The table shows that the respondents agreed that delegation in the police service has
value when it comes to leadership in a police reform process as shown by the mean of
3.89, the hierarchy design of the management structure in the police service influences the police leadership as shown by a mean of 3.80, authority has an impact on the leadership in the current police leadership as shown by a mean of 3.78 and that responsibility and authority vested in the police officers leads to effectiveness in reform leadership in the police service. However, the respondents disagreed that the structure in the police service supports reforms 2.46 and that the Kenyan police service has a simple and adaptable structure as shown by a mean of 2.18. The findings are in line with those of Ndung’u (2011) who indicates that organizational structures in the police service affect the kind of leadership in the service. He further found out that organizational structures in the police service should be changed for an efficient police service.
The study sought to establish the extent to which respondents agreed with statements relating to education and leadership in the police service. The findings were tabulated in table 4.8.

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The police service has a highly trained service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.49</td>
<td>1.3</td>
</tr>
<tr>
<td>Police leaders with higher education have higher motivation</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.76</td>
<td>1.3</td>
</tr>
<tr>
<td>Educated police officers are better placed to utilize innovative techniques in the service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>4.00</td>
<td>1.4</td>
</tr>
<tr>
<td>The police leaders are qualified to hold their leadership positions</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.44</td>
<td>1.1</td>
</tr>
<tr>
<td>Educated leaders can convince subordinates to follow them</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.56</td>
<td>1.2</td>
</tr>
</tbody>
</table>

From the table, majority of the respondents agreed that educated police officers are better placed to utilize innovative techniques in the service as shown by a mean of 4.00, police leaders with higher education have higher motivation as shown by a mean of 3.76, educated leaders can convince subordinates to follow them as shown by a mean of 3.56, and that the police service had a highly-trained service as shown by a mean of 3.49. However, the respondents disagreed that the police leaders were qualified to hold their leadership positions as shown by a mean of 2.44. The findings are in line with the
research by Finn (2011) who recommends that police leadership should develop training programs for the management and subordinates in order to equip them with the right skills. When the leaders have the right skills, they can be able to influence the subordinates to undertake training for effective policing. The findings further support the findings of Barley (2003) who stated that establishment of a minimum qualification for police recruitment would ensure that the recruits are trainable and ease the pressure on the police leadership to implement reforms.

Table 4.9: Statements Relating to Organization Culture and Leadership in the Police Service

The respondents were requested to indicate their level of agreement with statements relating to culture and leadership in the police service. The findings are tabulated in table 4.9.
<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The rules and regulations in the police service hamper reform process</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.60</td>
<td>0.20</td>
</tr>
<tr>
<td>The top management usually values officers’ feedback about the reform process</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.12</td>
<td>1.12</td>
</tr>
<tr>
<td>The rites and rituals, such as ceremonies, within the police affect leadership to reforms</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>4.12</td>
<td>0.21</td>
</tr>
<tr>
<td>Symbols and signs in the police service affect the effectiveness of police leadership (eg dress code, guns, chains, service command layout.)</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.56</td>
<td>0.11</td>
</tr>
<tr>
<td>Our beliefs and norms support the leadership in the service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.98</td>
<td>0.20</td>
</tr>
<tr>
<td>I understand the organizational culture of the police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.76</td>
<td>0.40</td>
</tr>
<tr>
<td>Police officers are fond of resisting all new initiatives brought into the service by leaders</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>1.87</td>
<td>0.38</td>
</tr>
<tr>
<td>Team work within the service is good for the reform process and effective leadership</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>4.06</td>
<td>0.15</td>
</tr>
</tbody>
</table>

The findings show that the respondents agreed that the rites and rituals such as ceremonies within the police affect leadership to reforms as shown by a mean of 4.12, as a belief team work within the service is good for the reform process and effective leadership as shown by a mean of 4.06 and that police organizational beliefs and norms support the leadership in the police service as shown by a mean of 3.98. They further agreed that the police officers understand the organizational culture of the police service as show by the mean of 3.76, the rules and regulations in the police service hamper...
reform process as shown by a mean of 3.60 and that symbols and signs in the police service affect the effectiveness of police leadership as shown by a mean of 3.56. However, the police officers disagreed that the top management usually values officers’ feedback about the reform process as shown by a mean of 2.12 and that as a belief and history the officers are fond of resisting all new initiatives brought into the service by leaders as shown by mean of 1.87.

The findings are in line with the research by Potosky and Ramakrishna (2002) who argued that organizational culture clearly influences the success of an organization performance. The findings concur with the research by Trojanowicz and Bucqueroux (2011) that 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. The findings support the argument of Carey (2001) argument that a good police culture is the one that has values that prioritize community partnership and promotes informal interaction and change of attitudes toward various community members and groups.

Table 4.10: Police Agreement on Statements Relating to Police-Community Relationship

The study sought to establish the extent to which police respondents agreed with statements relating to Police-community relationship and leadership in the police service. The findings are as shown in table 4.10.
From the findings, the respondents agreed that poor communication by the police created a challenge to the police leadership as shown by a mean of 4.10, the police concerns about the nature of social control in a free society creates complicates the relationship between the police and public as shown by a mean of 3.81, the police service has good relations with the community members as shown by a mean of 3.74, police departments have contrasting perspectives on the public as shown by 3.68, there were good public-police relations when the police represented the interests of the communities as shown by a mean of 3.66 and that the public is largely unwilling to cooperate with the police and share information as shown by mean of 3.60. However,
there was a disagreement that the police leadership support police-public relations as shown by a mean of 2.44.

Table 4.11: Community Agreement on Statements Relating to Police-Community Relationship

The study sought to establish the extent to which community members agreed with statements relating to police-community relationship in leadership in the police service. The findings are as presented in table 4.11.

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The community members have contrasting perspectives on the police</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>3.90</td>
<td>0.78</td>
</tr>
<tr>
<td>Poor communication by the police leadership has affected the relationship I have with the police</td>
<td>48</td>
<td>2.00</td>
<td>5.00</td>
<td>3.94</td>
<td>0.78</td>
</tr>
<tr>
<td>The police concerns about the nature of social control in a free society creates complicates the relationship between the police and the public</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>3.71</td>
<td>0.87</td>
</tr>
<tr>
<td>The police service has good relations with the community members in my area</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>1.88</td>
<td>0.98</td>
</tr>
<tr>
<td>There are good public-police relations when the police represent the interests of the communities in which they police</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>3.63</td>
<td>0.95</td>
</tr>
<tr>
<td>The public is unwilling to cooperate with the police and share information</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>1.47</td>
<td>0.96</td>
</tr>
<tr>
<td>The police leadership support police-public relations</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>1.90</td>
<td>1.04</td>
</tr>
</tbody>
</table>
From the findings, the respondents agreed that poor communication by the police leadership has affected the relationship community members have with the police as shown by a mean of 3.94, the community members have contrasting perspectives on the police as shown by a mean of 3.90, the police concerns about the nature of social control in a free society creates complicates the relationship between the police and the public as shown by a mean of 3.71 and that there are good public-police relations when the police represents the interests of the communities in which they police as shown by a mean of 3.63.

The public however disagreed that the police leadership support police-public relations as shown by a mean of 1.90, the police service have good relations with the community members in their area as shown by a mean of 1.88 and that the public is unwilling to cooperate with the police and share information as shown by a mean of 1.47. The findings differ from those from the police officers who agreed that the police service have good relations with the community members in their area and that the public is unwilling to cooperate with the police and share information. The findings concur with the research by Ngugi et al (2012) who noted that educated police officers had better oral and written communications skills, were more tolerant and flexible in their dealings with citizens, adapt better to organizational change, are generally more professional, and have fewer administrative and/or personnel problems.

4.5 Strategies for Leadership Challenges in the Police Service

The third objective was to determine the strategies towards addressing challenges to police leadership within the National police service in the current reforms.
Table 4.12: Challenges by the Police Leadership in the Current Reforms

The respondents were requested to indicate the challenges faced by the police leadership in the current police reforms. The results were as shown in table 4.12.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting</td>
<td>78</td>
</tr>
<tr>
<td>Staffing</td>
<td>68</td>
</tr>
<tr>
<td>Political interference</td>
<td>82</td>
</tr>
<tr>
<td>Public relations</td>
<td>62</td>
</tr>
</tbody>
</table>

The findings indicate that 78% of the respondents agreed that the major challenge that faced police leadership in the current reforms was political interference, 78% indicated budgeting, 68% indicated staffing while 62% indicated public relations as the main challenge facing police leadership in the current reforms. This implies that police leadership faces various challenges in the current police reforms with political interference as the main challenge.

Figure 4.9: Establishment of Strategies to Mitigate Challenges Facing Police Service
The respondents were asked to indicate whether the police leadership had established strategies to mitigate the challenges facing them in the DCI headquarters. The findings are shown in figure 4.9. From the figure, majority of the respondents as shown by 64% were of the opinion that police leadership in the DCI headquarters have failed in the establishment of strategies to mitigate the challenges facing them in the police service while 36% indicated that leadership in the DCI headquarters had established strategies to mitigate the challenges facing them in the police service. This implies that the leadership in the DCI headquarters has failed to establish strategies to mitigate the challenges they face in the police service.

Table 4.13: Strategies to Mitigate the Challenges Facing Leadership in the Police Service

The study sought to establish the extent to which respondents agreed with statements relating to strategies mitigate the challenges facing leadership in the police service. The findings were tabulated in the table 4.13.
<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The police leaders have adopted strategies for structural challenges</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.94</td>
<td>0.26</td>
</tr>
<tr>
<td>The police leadership decentralize decision making to the operational levels in police service depoliticizing the operational aspects of the service can help solve structural challenges facing police leadership</td>
<td>50</td>
<td>1.00</td>
<td>2.00</td>
<td>1.64</td>
<td>0.48</td>
</tr>
<tr>
<td>The police leadership has established job descriptions that have reconfigured the policing role</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.46</td>
<td>0.15</td>
</tr>
<tr>
<td>The police leadership in Kenya has adopted discretionary decision making required for restorative problem solving and widespread application of principles</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.82</td>
<td>1.21</td>
</tr>
<tr>
<td>There is a well-established accountability system in the police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>1.58</td>
<td>0.26</td>
</tr>
<tr>
<td>The police service leaders have undergone formal training</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>3.80</td>
<td>0.29</td>
</tr>
<tr>
<td>The capacity to comprehensively train the skills of lower ranks is highly insufficient in the Kenya police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>4.02</td>
<td>0.04</td>
</tr>
<tr>
<td>There is a well-developed training program for the management in the police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>1.96</td>
<td>0.32</td>
</tr>
<tr>
<td>Police leadership has instilled a strong work ethic and highly ethical beliefs in the police service</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>1.74</td>
<td>0.37</td>
</tr>
<tr>
<td>There is a functional community policing</td>
<td>50</td>
<td>1.00</td>
<td>5.00</td>
<td>2.44</td>
<td>0.33</td>
</tr>
</tbody>
</table>
The police have practical knowledge on community policing  

Community policing makes the operations and activities of the police more visible to the public  

From table 4.12, the respondents agreed that depoliticizing the operational aspects of the service can help solve structural challenges facing police leadership as shown by a mean of 3.72, the police leadership in Kenya has adopted a discretionary decision making required for restorative problem solving and widespread application of principles as shown by a mean of 3.82, the police service leaders have undergone formal training as shown by a mean of 3.80, the police leaders have adopted strategies for structural challenges as shown by a mean of 3.94, the capacity to comprehensively train the skills of lower ranks was highly insufficient in the Kenya police service as shown by a mean of 4.02 and that community policing makes the operations and activities of the police more visible to the public as shown by a mean of 4.10.

However, the respondents disagreed that the police leadership has established job descriptions that have reconfigured the policing role as shown by a mean of 2.46, there is a functional community policing program as shown by a mean of 2.44 and the police had practical knowledge on community policing as shown by a mean of 2.22. They further disagreed that there is a well-developed training program for the management in the police service as shown by a mean of 1.96, police leadership has instilled a strong work ethic and highly ethical beliefs in the police service as shown by a mean of 1.74, the police leadership decentralized decision making to the operational levels in police as shown by a mean of 1.64 and that there is a well-established accountability system in
the police service as shown by a mean of 1.58. The mean has been supported by low standard deviation showing that there was little variation in the responses.

**Table 4.14: Community Agreement on Statements Relating to Police Leadership Strategies**

The respondents were requested to indicate their level of agreement on statements relating to strategies adopted in the mitigation of leadership challenges facing the police service. The findings are shown in Table 4.13.

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have regularly been involved in community policing</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>2.48</td>
<td>0.99</td>
</tr>
<tr>
<td>The capacity to comprehensively train the skills of lower ranks is highly insufficient in the Kenya police service</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>4.29</td>
<td>1.11</td>
</tr>
<tr>
<td>There is a functional community policing program in my area</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>2.16</td>
<td>1.03</td>
</tr>
<tr>
<td>The police have practical knowledge on community policing</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>2.60</td>
<td>0.98</td>
</tr>
<tr>
<td>Community policing makes the operations and activities of the police more visible to the public</td>
<td>48</td>
<td>1.00</td>
<td>5.00</td>
<td>4.27</td>
<td>0.96</td>
</tr>
</tbody>
</table>

From the research findings, the respondents agreed that the capacity to comprehensively train the skills of lower ranks is highly insufficient in the Kenya police service as shown by mean of 4.29 and that community policing makes the operations and activities of the police more visible to the public as shown by a mean of 4.27. However, the respondents disagreed that there is a functional community policing program in my area as shown by...
mean of 2.16, they had regularly been involved in community policing as shown by mean of 2.48 and that the police have practical knowledge on community policing as shown by 2.60. The findings have been supported by the low standard deviation which indicates a low variance in the responses. The findings concur with those of Dawnes (2004) who stated that organizations adopt different strategies for challenges.

4.6 Leadership in the Police Service

Table 4.15: Effectiveness of Police Leadership in the DCI Headquarters.

The respondents from the police service were requested to indicate the how effective is the police leadership in the DCI headquarters. The findings are presented in Table 4.15.

<table>
<thead>
<tr>
<th>Level of effectiveness</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Somehow ineffective</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>29</td>
<td>58</td>
</tr>
<tr>
<td>Effective</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Very effective</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the research finding, majority of the respondents as shown by 58% indicated moderate effectiveness, 20% indicated that it was somehow effective, 10% indicated that it was ineffective, 4% indicated that it was effective while 2% indicated that the leadership was very effective. This implies that police leadership at the DCI headquarters was moderately effective. The findings differ with those of Mani (2000) who found that the police leadership in Kenya is ineffective and needed police reforms.
Table 4.16: Effectiveness of Police Leadership

The respondents selected from the members of public were requested to indicate the how effective is the police leadership in the police service. The findings are presented in Table 4.16.

<table>
<thead>
<tr>
<th>Level of effectiveness</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective</td>
<td>25</td>
<td>52.1</td>
</tr>
<tr>
<td>Somehow ineffective</td>
<td>11</td>
<td>22.9</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>6</td>
<td>12.5</td>
</tr>
<tr>
<td>Effective</td>
<td>4</td>
<td>8.3</td>
</tr>
<tr>
<td>Very effective</td>
<td>2</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The members of public were requested to indicate the effectiveness of the police leadership in the DCI headquarters. The findings of the study indicate that majority of the respondents as shown by 52.1% indicated that the police leadership was ineffective, 22.9% indicated that it was somehow effective, 12.5% indicated moderate effectiveness, 8.3% indicated that it was effective whereas 4.2% indicated that the police leadership in the DCI was ineffective. The findings differ with the findings from the police officers with majority indicating moderate effectiveness of the police leadership. This may be due to the biasness that may come from the police officers in their trial to hide leadership issues in the service.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to, the conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher intended to determine establish the factors affecting leadership in the national police service in Kenya, define the relationship between the factors and police reforms in Kenya and interrogate the strategies towards addressing challenges to police leadership in the current reforms.

5.2 Summary of Findings

5.2.1 Factors Affecting Leadership in the National Police Service in Kenya

The study sought to establish the factors affecting police reforms in the DCI headquarters. From the findings, the study established that majority of the respondents indicated that organizational structure, education of the police officers, organizational culture and police-community relationship affected police leadership.

The study further established that majority of the respondents indicated that organizational structure and affected leadership within the DCI headquarters to a great extent. Most of the respondents indicated that education of the police officers and police-community relationship affected police leadership to a great extent. Most of the
respondents indicated that police culture affected the leadership within the police service to a very great extent.

5.2.2 Relationship between Police Reforms and Police Leadership

The study revealed that majority of the police officers indicated that police reforms affected the leadership within the DCI headquarters. The findings further revealed that majority of the community members indicated that police reforms affected police leadership. The reforms affect police leadership through various elements of police reforms. These include structural changes, accountability, reconfiguration of policing roles and education requirements.

The findings on organizational structure indicated that delegation in the police service has value when it comes to leadership in a police reform process. The hierarchy design of the management structure in the police service was found to influence the police leadership. The respondents agreed that authority vested on the police leadership had an impact on the leadership in the current police reforms and that responsibility and authority vested in the police officers leads to effectiveness in reform leadership in the police service.

The study established that education of police officers relates to police leadership. Educated police leaders are better placed to utilize innovative techniques in the service. They further agreed that police leaders with higher education have higher motivation with the educated leaders having the ability to convince subordinates to follow them.

The study established that the rites and rituals as ceremonies within the police affect leadership in police reforms. The study further established that team work within the
police service is good for the reform process and effective leadership in the service. It was further indicated that police organizational beliefs and norms together with the symbols and signs in the police service supported the leadership within the police service. However, the rules and regulations in the police service were found to hamper reform process which affected police leadership.

The poor police relations with the community members have complicated police leadership. The police leadership has contrasting perspectives on the public which makes it hard to make key decisions regarding community policing. The police leadership does not support police-public relations which has affected reforms.

5.2.3 Strategies towards Addressing Challenges to Police Leadership

It was found that the police leadership faced various challenges in the current reforms. The major challenge that faced police leadership in the current reforms was political interference followed by budgeting, staffing and public. Majority of the respondents were of the opinion that police leadership in the DCI headquarters have failed in the establishment of strategies to mitigate the challenges facing them in the police service.

The respondents agreed that depoliticizing the operational aspects of the service can help solve structural challenges facing police leadership, police leadership in Kenya has adopted a discretionary decision making required for restorative problem solving and widespread application of principles, police leadership in Kenya has adopted a discretionary decision making required for restorative problem solving and widespread application of principles, the police service leaders have undergone formal training and that the police leaders have adopted strategies for structural challenges. The study
indicate that strategies that can be adopted include community policing, job descriptions that have reconfigured the policing role, functional community policing program, development of training program, instilling a strong work ethic, decentralized decision making and establishing an accountability system.

5.2.4 Leadership in the Police Service

The study found that majority of the members of public indicated that the police leadership was ineffective. The findings differ with the findings from the police officers with majority of them indicating that there was moderate effectiveness in the police leadership. This may be due to the biasness that may come from the police officers in their trial to hide leadership issues in the service.

5.3 Conclusions

5.3.1 Factors Affecting Police Reforms in the National Police Service in Kenya

Based on the findings, the study concludes that organizational structure of the police service, education level of police officers, organizational culture, police-community relationship and organizational structure all affect the police leadership within the DCI headquarters.

5.3.2 Relationship between Police Reforms and Police Leadership

Based on the findings, the study concludes that police reforms affect police leadership in the police service in Kenya. The reforms if well implemented can lead to effective leadership in the police service. The study established that police reforms affect police
leadership through various factors of police reforms. Therefore, the study concludes that the police reforms affect police leadership mainly through the organizational culture.

5.3.3 Strategies towards Addressing Challenges to Police Leadership

The study revealed that majority of the police offers holding various senior positions lacked the relevant knowledge required for that position. Officers argued that promotion in police service was not based on merit. The study concludes that lack of expertise in police officers and especially leaders in key areas had a negative effect on the leadership within the police service. The study concludes that bureaucracy and conflict in command chain in police organizational structure has a negative effect on the leadership within the police service. The study concludes that poor relations between police service and public where members of public were unwilling to interact freely with the police had a negative effect on the leadership within the police service. The study concludes that the leadership in the Kenya police service is ineffective given the unbiased view of the public on the police.

5.4 Recommendations

In order to ensure smooth implementation of police reforms, the study recommends that the oversight committee, steering police reforms in Kenya need to initiate an organizational culture that is change driven, this will help to accommodate the dynamicity of leadership challenges that depress the overall reform process.

There is need to ensure organizational learning in police service and especially to junior employees who even after serving for long time still improved their education. This will
help to raise their level of understanding, expertise and especially in problem solving which will ultimately raise quality of service in police service.

There is need to set independent committee to assess the effectiveness of the current strategic leadership plan. This should be done in view of assessing weakness as well as proposing the mitigation measures.

Thorough campaigns should be held to sensitize the public on embracement of community policing strategy. Police should also be trained on the same initiative especially in the systematic approach required during community engagement.

5.5 Recommendations for Further Research

The study sought to determine the effects of police reforms on leadership within the Kenya police in reference to the directorate of criminal investigation. The study proposes that a similar research need to be conducted this time assessing the role of county commissioner’s role in shaping police leadership under decentralized government.
REFERENCES


APPENDICES

Appendix I: Questionnaire for Police Officers

Section I: Demographics

1. How long have you been in the police service?
   1-5 years [   ]   6 – 10 years [   ]   Over 10 years [   ]

Section II: Factors Affecting Police Reforms

Organizational Structure

2. In your opinion does organizational structure of the police service affect the reforms within the DCI headquarters?
   Yes [   ] No [   ]

3. To what extent does organizational structure affect reforms within the DCI headquarters?
   Very great extent [   ]
   Great extent [   ]
   Moderate extent [   ]
   Little extent [   ]
   No extent [   ]

Education of Police Officers

4. In your opinion does the education of the police affect the reforms within the police service?
   Yes [   ] No [   ]

5. To what extent does education of the police affect the reforms within the police service?
   Very great extent [   ]
   Great extent [   ]
   Moderate extent [   ]
Little extent [ ]
No extent [ ]

Organizational Culture
6. Do you think the culture in the police service affect the reforms within the service?
   Yes [ ] No [ ]

7. To what extent does police culture affect the reforms within the police service?
   Very great extent [ ]
   Great extent [ ]
   Moderate extent [ ]
   Little extent [ ]
   No extent [ ]

Police-Community Relationship
8. Do you think the police-community relationship in the police service affect the reforms within the police?
   Yes [ ] No [ ]

9. To what extent does Police-community relationship affect the reforms within the police service?
   Very great extent [ ]
   Great extent [ ]
   Moderate extent [ ]
   Little extent [ ]
   No extent [ ]

Section III: Relationship between Police Reforms and Police Leadership
10. Do you think the police reforms have affected leadership within the service?
    Yes [ ] No [ ]
11. What is your level of agreement on the following statements relating to organizational structure and leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>Delegation in the police service has value when it comes to leadership in a police reform process</td>
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<td>The Kenyan police service has a simple and adaptable structure</td>
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<td>The structure in the police service supports reforms</td>
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<td>Authority has an impact on the leadership in the current police leadership</td>
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<td>Responsibility and authority vested in the police officers leads to effectiveness in reform leadership in the police service</td>
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<td>The hierarchy design of the management structure in the police service influences the police leadership</td>
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12. What is your level of agreement on the following statements relating to education and leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>The police service has a highly-trained service</td>
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<td>police leaders with higher education have higher motivation</td>
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<td>Educated police officers are better placed to utilize</td>
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innovative techniques in the service

The police leaders are qualified to hold their leadership positions

Educated leaders can convince subordinates to follow them

13. What is your level of agreement on the following statements relating to culture and leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<tr>
<td>The rules and regulations in the police service hamper reform process</td>
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<td>The top management usually values officers’ feedback about the reform process</td>
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<td>The rites and rituals within the police affect leadership to reforms</td>
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<td>symbols and signs in the police service affect the effectiveness of police leadership</td>
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<td>Our beliefs and norms support the leadership in the police service</td>
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<td>I understand the organizational culture of the police service</td>
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<td>As a belief and history, the officers are fond of resisting all new initiatives brought into the service by leaders</td>
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<td>As a belief team work within the service is good for the reform process and effective leadership</td>
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14. What is your level of agreement on the following statements relating to Police-community relationship and leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>police departments have contrasting perspectives on the public</td>
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<td>poor communication by the police create a challenge to the police leadership</td>
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<td>The police concerns about the nature of social control in a free society creates complicates the relationship between the police and public</td>
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<td>The police service has good relations with the community members around them</td>
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<td>There are good public-police relations when the police represent the interests of the communities in which they police</td>
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<td>The public is largely unwilling to cooperate with the police and share information</td>
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<td>The police leadership support police-public relations</td>
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Section IV: Strategies for Leadership Challenges in the Police Service

15. In your opinion, has the police leadership established strategies to mitigate the challenges facing them in the police service?
16. What is your level of agreement on the following statements relating to strategies to mitigate the challenges facing leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>The police leaders have adopted strategies for structural challenges</td>
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<td>The police leadership decentralize decision making to the operational levels in police service</td>
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<td>depoliticizing the operational aspects of the service can help solve structural challenges facing police leadership</td>
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<td>The police leadership has established job descriptions that have reconfigured the policing role</td>
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<td>The police leadership in Kenya has adopted discretionary decision making required for restorative problem solving and widespread application of principles</td>
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<td>There is a well-established accountability system in the police service</td>
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<td>The police service leaders have undergone formal training</td>
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<td>The capacity to comprehensively train the skills of lower ranks is highly insufficient in the Kenya police service</td>
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<td>There is a well-developed training program for the management in the police service</td>
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Police leadership has instilled a strong work ethic and highly ethical beliefs in the police service

There is a functional community policing program

The police have practical knowledge on community policing

Community policing makes the operations and activities of the police more visible to the public

Section V: Leadership in the Police Service

17. What challenges have faced the police leadership in the current reforms?
   - Budgeting [ ]
   - Staffing [ ]
   - Political interference [ ]
   - Public relations [ ]

18. How do you think the reforms have affected police leadership?

19. How effective is the police leadership in the DCI headquarters?
   - Very effective [ ]
   - Effective [ ]
   - Moderately effective [ ]
   - Somehow ineffective [ ]
   - Ineffective [ ]

Appendix III: Questionnaire for Members of the Public

1. Do you think the Police-community relationship in the police service affect the leadership within the police?
   - Yes [ ]
   - No [ ]
2. To what extent does Police-community relationship affect the leadership within the police service?

Very great extent [    ]
Great extent [    ]
Moderate extent [    ]
Little extent [    ]
No extent [    ]

3. Do you think the police reforms have affected leadership within the service?

Yes [    ] No [    ]

4. What is your level of agreement on the following statements relating to police-community relationship and leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>The community members have contrasting perspectives on the police</td>
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<td>Poor communication by the police leadership has affected the relationship I have with the police</td>
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<td>The police concerns about the nature of social control in a free society creates complicates the relationship between the police and the public</td>
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<td>The police service has good relations with the community members in my area</td>
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<td>There are good public-police relations when the police represent the interests of the communities in which they police</td>
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<td>The public is unwilling to cooperate with the police and</td>
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5. What is your level of agreement on the following statements relating to strategies to mitigate the challenges facing leadership in the police service? (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree)

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<td>There is a well-established accountability system in the police service</td>
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<td>I have regularly been involved in community policing</td>
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<td>The capacity to comprehensively train the skills of lower ranks is highly insufficient in the Kenya police service</td>
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<td>Police leadership has instilled a strong work ethic and highly ethical beliefs in the police service</td>
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<td>There is a functional community policing program in my area</td>
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<td>The police have practical knowledge on community policing</td>
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Community policing makes the operations and activities of the police more visible to the public

Section IV: Leadership in the Police Service

1. How effective do you think the police leadership is in Kenya?

   Very effective [   ]
   Effective [   ]
   Moderately effective [   ]
   Somehow ineffective [   ]
   Ineffective [   ]
Appendix III: Map of Study Area

Source: Google Map