

**STRATEGIC LEADERSHIP PRACTICES AND REFORMS IMPLEMENTATION IN
SELECTED NATIONAL POLICE DIVISIONS, NAIROBI CITY COUNTY, KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
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DECLARATION

This research project is my original work and to the best of my knowledge it has not been submitted elsewhere for examination purpose or for the award of another degree or certificate qualification.

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This research project is submitted for examination with my approval as the duly appointed university supervisor.

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DEDICATION

This research project is dedicated to my kind and caring daughter Shawnatte Atieno for supporting and encouraging me as well as for her patience during the entire period of my study. Her patience and prayers have been critical pillars in my quest to attain utmost efficacy, throughout my course period. The study is also dedicated to the entire National Police Service as it is still undergoing some reforms.

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OPERATIONAL DEFINITION OF TERMS

- Reforms:** Make changes in the National Police Service so as to improve it.
- Implementation:** The process of executing reforms in the National Police Service to be effective.
- Kenya police service:** Is a national body in charge of law enforcement in Kenya.
- Administration police service:** One of the police service in Kenya apart from the Kenya Police service.
- National Police Service:** Is a national service comprising of administration police and Kenya police which function throughout Kenya
- Strategic leadership practices:** Actions of police leaders towards their juniors which influence them to work voluntarily and make decisions which impact the vision of police service.
- Strategic leadership:** The ability of police leaders to empower their juniors, create organizational structure, allocate resources and express strategic vision to junior police officers.
- Reforms implementation:** This is executing changes made in the police service, for it to operate more fearer and effective, the changes include formation of community policing, service merging improvement of staff welfare and working conditions.
- Teamwork:** it is the willingness of all police officers to work together in order to achieve a common goal
- Employee empowerment:** The process by which police leaders provide production and managerial guidelines to junior police officers in rank through training, promotion, delegation and transfers

Visionary leadership: this is a leadership style employed in the national Police Service where leaders must have passion, strength of will and knowledge to achieve the long term goals.

Service merging: This is integrating Kenya Police Service and Administration Police service to work as National Police Service. these are police officers from the rank of sergeant to senior superintendent of police.

LIST OF ABBREVIATIONS AND ACRONYMS

APS :	Administration Police Service
ASP :	Assistant Superintendent of Police
DIG :	Deputy Inspector General
G.O :	Gazette Officer
IBEA:	Imperial British of East Africa
IG :	Inspector General
IPOA:	Independent Policing Oversight Authority
KPS :	Kenya Police Service
NCO's	: Non Commissioned Officers
NPS :	National Police Service
NPSC	: National Police Service Commission
OCPD	: Officer Commanding Police Division
PRIC :	Police Reforms Implementation Committee.
SP :	Superintendent of Police
SSP :	Senior Superintendent of Police
SPSS :	Statistical Package of Social Science
SSO :	Service Standing Order

ABSTRACT

Currently, the National Police Service is undergoing some reforms implementation. This study was pegged on a discussion around the strategic leadership practices alongside reforms implementation in selected Police Divisions in Nairobi City County, Kenya. Back ground of this research was brought about by development of four objectives of this study, and was studied from three major perspectives, namely the global, regional and lastly local. The objectives were: to establish the extent to which the empowerment of an employee may influence the implementation of reforms in the National Police Service, to find out how teamwork affect reforms implementation in the National Police Service, to investigate how resource mobilization influence reforms implementation in the National Police Service and to analyse the effects of visionary leadership on the reforms implementation in the National Police Service. The independent variables that were considered during the study were employee empowerment, teamwork, resource mobilization and visionary leadership. Reforms implementation was conceptualize during the study as the dependent variable. Kurt Lewin's change theory was analysed to anchor on depended variable while sequential theory of decentralization and leader member exchange theory anchored the other independent variables. The study discussed research methodology, and this set out a descriptive research design. This research incorporated a target population of 445 police leaders. A multistage sampling design was used whereby combination of purposive, stratified and simple random sampling procedure was used to come up with a sample of 146 police leaders which represented the whole population. Eight police divisions were identified and questionnaires randomly given out to selected police leaders using drop and pick method. Pilot testing was done at Nairobi Railways Police Station whereby the questionnaires were administered to 15 police leaders to test validity and reliability of the instruments. Due to sensitivity of matters under study, the researcher considered ethical issues. Data was analysed using Statistical Package of Social Science (SPSS). Regression model was used to analyse relationship between independent and dependent variables where it established that employee empowerment, teamwork and resource mobilization significantly affect reforms implementation while visionary leadership is not correlated reforms implementation. Data Analysed was presented in tables. Results show that strategic leadership practices in the National Police Service are inadequate for proper implementation of reforms. The study concluded that strategic leadership practices is the key role of reforms implementation in the National Police Service. The study further recommends that National Police Service should improve strategic leadership practices in areas of employee empowerment, teamwork, resource mobilization and leadership to realize implementation of reforms in the National police service. Future researchers should focus in critically analysing factors affecting visionary as a strategy of leadership practice in Reforms implementation in the National Police divisions within Nairobi County

CHAPTER 1: INTRODUCTION

1.1 Back ground of the study

Many countries across the globe including United Kingdom (UK) have recently experienced various reforms in their policing operations, techniques and philosophy accompanied by commensurate rise in demand of relevant strategic leadership practices, (Kratscoski and Das, 2011).

Bahattasali Deepak (2004), states that since 2002, China banking system reform has progressed favorably supported by tax exemption, capital injections, foreign funds introduction, enhancement of disclosure rules and other important government policy changes. Chow Gregory(2005) , observed that the major commercial banks in China have remarkably improved their capital and asset structures. Dai Xianglong (2002), states that out of five Chinese biggest Commercial banks, four have changed their capital structure and have been successfully listed on stock exchange. Although a few of medium sized national commercial bank are still facing serious deterioration in their balance sheet, the business of most of them have developed aggressively. According to WTO (2008) due to the confidence of the country's stability, the government of China opened much of their banking sector to foreign banks in December 2006. However, the reforms do not mean that the business foundations of Chinese banks are now stable. ormania(2010), states that, compared to other world are leading banks, major Chinese commercial banks are still weak in terms of assets quality, profitability and diversification of their services.

Amphah Johnson (1996), observed that by the end of 1991 the problem of higher education in Cameroon had reached the point of its explosion. The government of Cameroon in January 1993 launched a reform of its higher education system. Out of one large university, six universities were created which were distributed across the country and four small university centers. Goma(1997), the government introduced a semester course-credit system, it eliminated bursaries to students hence students were require to pay substantial fees. Honorat Aguessy(1994), at the time of reforms Yaunde` university which was the only university of Cameroon experienced over population of students and poor ration of teacher – student. The regional distribution of universities made higher education more accessible to all the Cameroonians.

1.1.1 Reforms Implementation

Reforms are act of transforming or amending firm for it to be improved. According to Caiden (2008), reform implementation is the carrying out of analytical transformation in the departmental or administrative structure which is formed to drive to a more productive, effective and systematic administration. It deals with re-positioning or reporting of an organization for effectiveness and efficiency. Reforms are responsibilities of the management of organizations, which is sanctioned to selective aspects of a given firm sectional, total overhaul or complete reversal of the institution. The clear statement of what is supposed to be changed or transformed and the earned results of reform is always the responsibility of the top and middle administration in the organization.

Alpert, G. and R. Dunham (2004), found out that police reforms in United State of America can be proven by apportioning them into three cycles that is period of non-regulation, second is period of self-regulation and its culmination is the external regulation phase. During the era of non-regulation, the police in America was characterized by corruption, use of excessive force, no pattern of control and due to these members of the public had no respect to police. The police officers came from poor backgrounds and their education levels were lower as compared to other government organizations. They also received low wages. The first need of reforms therefore occurred in the second era. USA moved their policing to a professional organization and the initiatives made the police a more structured organization. It enhanced a more approved way of selecting new officers and career advancement and also regulated the use of excessive force in their policing.

According to Police P K (2004), during the period of external regulation, reforms were in reaction of occurrences related to civil defiance where innovation in policing increased bona fide responsibility and established evolution of community policing. A group of reformers was established from non-police force that was allocated in courts, political fields and in the neighborhoods. The reformers generated regulations within and without policing organizations which helped in establishing principles of individual's conduct and control of actions of police officers. In addition, the American Police also created new strategies of their reforms which increased the quality and standard of their staff.

Another reform was seen in the government of South Africa. Since the apartheid era in South Africa came to a nix in the year in 1994, South Africa has undergone socio-economic

transformation and it has achieved a lot on this path. Some policies were developed and implemented by the post-apartheid government in South Africa which improved specific public services. Glaser D(2006), discovered that the emphasis of technical rigor was prominent in reform process. The democratic government aimed at reforming all aspects of policy that it inherited from the previous regime where it was committed on using cash transfers as a means of compensating the poor electorate hence strengthening the country's social contract. Even though cash transfer contributed to poverty reduction, it did not offset the country's extreme inequality. Golding,(2007) observed that, the government involved expert committees known as Taylor and Lund that consists of specialists, academics and society leaders. To design different stage of reform, they formed international and local technical expertise.

In this case of South Africa reform implementation, the social assistance system illustrated how political commitment supported by legal anchoring, effective leadership and inclusive dialogue played an equally important role ensuring that reform implementation is successful(Walker, 1977). The effective leadership within the sector carried the momentum forward. A series of strategic leaders in different departments exerted credible leadership at political, administrative and technical level by setting reform's vision, building consensus around it and supporting technical staffs in the execution of reforms. According to Lemon (2010), the use of dialogue played very important role in all stages of reform whereby the top officials spent most of their good time communicating the content and implication of the reforms to the public. However, South Africa was able to manage what many countries struggle with, which is they were able to establish a comprehensive and efficient system of cash transfer which distributes resources to the poor effectively.

According to the study done by Escobar (2001), the implementation of the Kenyan constitution took place in 2010 by the Kenya Law Reform Commission. This form part of the major reforms that have been implemented in Kenya as a country. The Kenya Law Reform Commission was established as one of the bodies that were to make legislation and to implement the constitution. This body worked together with the Attorney general and MoJNCCA to draft the commission of implementation of the constitutional bill. Kenya Law Reform Commission played a very important role in ensuring that the Kenya constitution was fully and timely implemented. It came up with a strategic plan which gave new insight by carrying out its work and also used to ensure success of putting the Kenyan constitution

into effect. Kenya Law Reform Commission adopted participatory also consultative process bearing in mind that this was a new process within the institution.

The National Police Service is currently undergoing some comprehensive policing reforms (Escobar2001). It was established that in the whole Africa, Kenya is the only African country that is undertaking the largest and comprehensive policing reform program. According to Constitution of Kenya (2010), there are some police reforms which have already been implemented. They include: establishment of National Police Service (NPS), introduction of new leadership structure, vetting of police leaders, merging of the two police services, decent housing, formation of National Police Service Commission as well as the creation of the Internal Affairs Unit alongside the Advent of Independent Policing Oversight Authority (IPOA). According to study done by Human Rights(2016), the journey to police reforms started in 2003, since then, a bigger percentage of the proposed reforms have already been put in place and a lot still need to be done. In 2009, the government established a Police Reforms Implementation Committee (PRIC) responsible for organizing and facilitating the process of National Police service reforms. Top police leaders were also included in the committee to highly participate in facilitating and implementing police reforms.

1.1.2 Strategic Leadership Practices

This is where organizational leaders influence other employees who are their juniors to voluntarily make their own decisions which may lead to long term growth as well as maintaining the short term financial stability of the organization,(Ireland Rd, 2007). According to Robinson (2007), strategic leadership practice is about coping with change and more changes always demand more leadership. They further advocate that a good leadership has strategic vision and is persuasive in implementing reforms. Rouse (2018), observed that strategic leadership is a routine where administrators use various management practices in the organization to establish a brighter vision for their organization for it to remain competent in the current economic and technological changing world. Strategic leadership practice helps competent managers to move to main leadership roles, this further assists them in handling some tactical business challenges in their organizations with assurance. Xianglong(2002), argued that, it helps in boosting one's performance and result of the organization while sustaining positive outcomes over the long term strategic leadership practice sharpens analytical skills and leader's effectiveness.

As a decision maker and a leader, one must create organizational structure, express strategic vision, lead with rapid changes, market forces, technological change, and business models global changes and allocate resources. According to Rowe (2001) the major objectives of strategic leadership practice is to assign processes, improve productivity of the organization, endorse change or innovation in the organization and to provide a productive, independent and conducive environment to the employees. Today, one of the biggest problem facing strategic leaders in organizations is the urge of building an international leadership channel (Josh Basin, 2010). Kiriria (2011), observed that concept of strategic leadership practice was developed in the US and the pioneers of the school of thought, amongst them business policy long range planning as well as financial planning were characterized by a series of rapid developments in the field of entrepreneurship. The trend then proceeded to other nations across the globe, with countries in the African continent being the last to adopt the wave of paradigm shifts.

The leaders of Benelux and Nordic countries focused mostly on organizational planning, formulation of organizational strategies, communication and lastly being 'change Ambassador'. The United Kingdom, United States and Indian executives have a highbred way of leadership model. US leaders are known of being hard drivers and are characterized by their tendency of using push oriented approach in managing their transformation while their culture has a leadership style which mostly focuses heavily on execution and individual accountability. According to Harrison(2016), a strategic leadership style was used in Canada in a charitable organization known as Canadian Metal Association. Strategic leaders came up with a strategic plan which outlined the mission, vision and the goals of the organization. This plan defined the goal of the organization which was meant to create awareness on mental health matters and to reduce stigma that is related to brain disorders. However, the same leadership style was used in the Province of British Columbia where the organization focused on very important areas in the organization such as investment, economy and job creations. The organization had a strategic plan which was created by the leaders and the main intention of that plan was to build a small environment that is economically sustainable. Police leaders should emulate transformational leadership style to ensure success in reforms implementation in police service. These styles include employee empowerment, teamwork, resource mobilization and visionary leadership. Under employee empowerment, police leaders should ensure that their juniors under some training to help them gain some skills,

promote them, delegate duties according to their area of specialization and also transfers be done fairly. Under teamwork, police leaders should encourage those working under their command to always make right decisions and emphasize on consultation where one is not sure of what is supposed to be done. On resource mobilization, the management must ensure that the junior officers have the right and enough financial, material and human resources. Under visionary leadership style, police leaders must make sure that there is risk taking, imagination, optimism and collaboration in their leadership. It is the responsibility of police leaders to ensure that their juniors are encouraged, inspired and motivated to transform the current policing situation so as to grow and shape the future of the police.

1.1.3The National Police Service

According to Kenya Police (2003), history of Police is dated back to colonial period especially after Imperial British East Africa (IBEA) establishment which was situated within Coast region whose interest was to get protection of its railway construction material which were stored in the coastal region. The issue of provision of security to the IBEA stores brought about the idea of forming Kenyan police force whose general mandate was to protect activities that were being conducted by IBEA Company. The police force contained Indians and just a few Africans who were given the name of 'Askaris'. Anthony (2010), states that construction of Railway line from Kenya to Uganda demanded Kenya police force extension. By 1900 the police units existed in Mombasa, Nairobi lastly Kisumu its main aim being to ensure law and order is followed to the later, to facilitate safety of the properties owned by railway company as well as the equipment used in the construction works. At this point, the need of having administration police trickled in since there was need of enacting the village elders who would assist the railway constructors in penetrating the native areas. According to Ogonda R(1998), it was the responsibility of the village headsmen with the help of the administration police to make people of native areas be economical, tax payers, control the movement of the livestock, regulate agriculture within the local areas and also to regulate people's movement.

According to Nelson (2000), policing has been characterized by brutality, torture, partiality, illegal arrests and detentions, corruption and abuse of process. Although the need of police reforms has been in use since Kenyan independent in 1963, the most serious steps have been taken in the last decade when former President Mwai Kibaki launched a community policing program which was appointed in May 2004 to work on police reforms.Waki (2008),

advocates that the violence witnessed as an aftermath to the 2007 general elections and that had been triggered by the dispute of presidential election faced a crisis that nearly turned into civil war. The former United Nation Secretary General Kofi Anan created a commission which was to carry out an investigation on post-election matters and give their recommendations. He named this commission as Eminent African Personalities (CHRI, 2006). The commission concluded that many deaths were caused by the police since they were ill-equipped, unprepared during the violence, they lacked professionalism, they were brutal and inhuman.

The commission also recommended that there was a need to establish a specialized unit in the police service that would be independent and focused on creating significant reforms to transform the police service in the nation. In May 2009 the former president, Mwai Kibaki appointed the National Task Reform which was led by Honorable Phillip Ransley to examine on the existing police policies and to recommend reforms that will bring about effectiveness, professional and accountable personnel in service as a whole. According to Eugene (2010), after the investigations, the Commission endorsed that National Police Service commission be established, formation of police reforms to be spearheaded by the former Police Reform Implementation Committee (PRIC), police service restructuring among others. PRIC was therefore formed to oversee and coordinate the implementation of Ransley's report which came up with concrete draft recommendations. It came up with five bills where three of them were enacted into the law that provides the framework for reforms implementations.

After the ratification of the Kenyan Constitution in 2010 the National Police Service was formed comprising of three branches. It includes Kenya Police, Administration police and Directorate of Criminal Investigation. Constitution of Kenya (2010), stipulates that service is under one overall commander that is the inspector general who is presidential appointee after undergoing a thorough vetting by commission. Inspector general is deputized by two deputy inspector general each from every branch. Deputies are appointed by the president after being vetted by the commission. The main tasks of National Police Service are: ensuring that the members are disciplined and professionalism standards are high, to promote the fostering of healthy relations amongst members of the body, while at the same time maintaining good relationships with the public in general. This is a measure aimed at curbing such challenges as corruption simultaneously pushing for transparency and accountability within the service

and to ensure that the members adhere to the constitution and observe the standards of human rights.

1.2 Statement of the problem

Many countries across the globe including United Kingdom (UK) have recently experienced various reforms in their policing operations, techniques and philosophy accompanied by commensurate rise in demand of relevant strategic leadership practices, According to KNCHR(2015), strategic leadership practices in Kenya have assisted in the processes of introducing reforms in the service while at the same time investing in measures to escalate the success rates of the adoption of such paradigm shifts in National Police Service.

Previous local studies have been conducted in relation to police reforms. Mutua (2014), did a study on police reforms and service delivery in the entire National Police Service where he concluded that enumeration, improved training and police reforms would improve service delivery. Mutua's study relates to this study whereby it emphasized on training as one of the measures of the dependent variables in this study. The research concluded that not all reforms are successful and due to this, commission in charge of police reforms must highly be cautious in identifying types of reforms to put in place in order to come up with effective service delivery. The researcher therefore did not measure the leadership strategies against police reforms that do not result in effective service delivery. The contextual gaps indicate that it focused in the entire National police Service and not in Nairobi County.

Kabia (2013), also did a research pertaining factors that influence the perception of police officers on changes within the police force in service delivery in Kenya Police where he found out that there existed relationship between perception of police officers on police reforms and training, recruitment, and legal structural terms of the service. Chtalu (2014), investigated challenges that relate to the effectuation of police reforms. This study has a close link with this research where it focuses on the same aspect of reforms. However, the study was not specific on the leadership practices, and this is a gap that emerged from previous scholarly works. From the above done studies most of them have concentrated on general reforms, none based on reforms implementation. Moreover, there are contextual gaps evident from the previous studies since none of the studies focused on strategic leadership practices and reforms implementation in Kenya focusing on the National Police Service. In addition, most of these studies were largely based on descriptive analysis hence an in analysis of

strategic leadership and reforms implementation in police service was conducted in the current investigation.

There are several legislations that were formed in Kenya to support reforms implementation in the National Police Service, for example Independence Policing Oversight Authority, National police service commission and National police service Act. Amnesty International (2013), despite the formation of all these legislation, police reforms implementation was not successful until when the police leadership started playing part in the implementation of the same. This concern lead the researcher to identify some of four important issues, which were the point of focus during the study. They include employee empowerment, teamwork, resource mobilization and visionary leadership. The study looked into these issues to help in answering the general question as to whether the police leadership practices affect the reforms implementation in the National Police Service.

1.3 objectives of the study

1.3.1 General objective

The general objective of this research was strategic leadership practices and reforms implementation in selected national police divisions, Nairobi city county, Kenya.

1.3.2 Specific Objectives

- i. To establish the extent to which employee empowerment influences reforms implementation in the selected National Police divisions in the County of Nairobi.
- ii. To find out how teamwork affect reforms implementation in the selected National Police divisions, Nairobi County, Kenya.
- iii. To investigate how resource mobilization influence reforms implementation in the selected National Police divisions in the County of Nairobi.
- iv. To analyze the effects of visionary leadership on the reforms implementation in the selected National Police divisions in the County of Nairobi.

1.4 Research Questions

- i. To what extent has empowerment of employees affected implementation of reforms in the selected National Police divisions in the County of Nairobi?

- ii. How does teamwork affect the implementation of reforms in the selected divisions of the National Police Service in the County of Nairobi, Kenya?
- iii. How does resource mobilization influence reforms implementation in the selected National Police divisions in the County of Nairobi?
- iv. Does visionary leadership affect reforms implementations in the selected National Police divisions in the County of Nairobi?

1.5 Significance of the Study

This investigative research discussed strategic leadership practice in implementing police reforms. The study findings are going to be beneficial to management of National police service since they will refer to it when choosing appropriate strategies while leading and dealing with junior police officers and their clients who are members of public in order to provide quality services. The findings will also provide the National Police Service with data on how police leadership plays part in the reforms implementation.

The recommendations of the study will be helpful to members of the public who are going to receive quality services from police officers. It is also useful to the police officers because every police officer has a desire of having a good and strong leader. Today's police officer is expected to perform his duty and mandate according to the stipulation of the Kenyan constitution. This is only achieved when there is good leadership because every police officer has to follow the directives of his immediate boss. Future researchers and academia are going to benefit from this study because it is going to give specific knowledge on strategic leadership practices and reforms implementation in the National Police Service, Nairobi County. It will provide gaps that are supposed to be filled by future researchers in the same area and will also be used as a reference material on related topic.

The sitting government of any nation has the responsibility of ensuring that the management of any security sector conforms to democratic practices and the provision of security of a public good. Security institutions respond to public needs tend to be transparent. The government of Kenya is also going to benefit from this research because security is one of its main agendum and security is given the top priority. Nairobi City County will use this study in retrospection when planning matters concerning policing.

The research study is going to broaden the knowledge of the researcher and other various departments especially in the field of policing. It is also going to create vacuum for future

research especially in the National Police department, which has not been in the first priority list of various researchers.

1.6 Scope of the Study

Investigation took place in Nairobi which is the capital city of Kenya. The most significant objective of the investigation was constructed on the foundation of the strategic practices of leadership in the National Police Service as well as implementation of reforms in the very institution. The study was limited to a few selected National Police Divisions in Nairobi County. The scope of this research and the data amount used were well defined largely pegging on the researcher's use of a descriptive survey design, which was constructed to incorporate quantitative methodologies. The researcher opted to use questionnaire as a method of collecting data. Worth noting is that only the primary data collection was limited to using semi-structured questionnaires. This research was constructed on a pillar that looks into the issues that emerged from the research questions, and this took a variety of angles of concern, which resulted from the exploration in the course of reviewing literature, hence coming up with three theories: Kurt Lewin three-step theory, sequential theory of decentralization and leader member exchange theory.

1.7 Limitation of the Study

Police matters are more often regarded as confidential information that is limited to the negotiating teams hence it was not easy to get response from the respondents because of fear of being blamed by others for revealing confidential information. Not all respondents were willing to give out authentic information instead; they gave out information that is general. To prevent this problem, respondents were educated by researcher that the research will only be used for scholarly reason and they were guaranteed that their identity will remain anonymous. An introductory letter was collected from the university, which was given to the respondents to assure them that the research was to be used for study purpose.

1.8 Organization of the Study

This investigative study is constructed on a pillar of five significant chapters titled one to five. Chapter one has six divergent sections, the alpha being the study background, followed by the statement of the problem. In addition, there is section of objectives of study, which is followed by a section that covers the research questions, and the other bit that focuses on the significance of the study. Final aspect of discussion looked into research limitations. Chapter

two gives a presentation of theoretical review alongside the empirical review as well as a recapitulation of the research gaps. The other significant component of the second chapter is the conceptual framework. Chapter three of the research study puts forth a discussion of the design of the study as well as the population that is targeted to facilitate efficacy of the investigation. It gives an in depth analysis on sampling design, instruments for data collection, procedure used in collecting data and also methodology that analyzed the data collected as well as the presentation of the resultant data.

Chapter four discusses analysis of data, presentation and discussion of the findings. It broadly looked into the respondent's response rate that includes demographic characteristics, gender, level of education, working period and age. Thereafter, the study looked into descriptive statistical analysis of different variables and regression results. Lastly, Chapter five discusses the summary of the study, the conclusion and recommendations drawn from the study. It also gives out areas of further research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

It is second chapter of this research, and it established reviews of the works that were previously done by different scholars on the subject. The significant theme is to tie strategic leadership practices to reform implementation, as was explained by the initial students in the field. It also looks into theories that are pertinent to the study topic. It then summarizes empirical literature on the key information emerging from the study objectives. It concludes by formulating a conceptual framework.

2.1 Theoretical Review

This section reviews on the theories that are relevant to the study. The theories include Kurt Lewin's three step change theory, sequential theory of decentralization and leader member exchange theory.

2.1.1 Kurt Lewin's Three Step Change Theory

The study was anchored by the change theory that was put forth by Kurt Lewin (Kurt Lewin, 2004). This theory anchors on the dependent variable. According to Lewin, change is crucial in an organization's growth and it describes the effectiveness of modification of strategy processes and structures of organization. This theory examines the stages of change. Lewin describes the first stage of change behavior as unfreeze. This is to unfreeze the existing situation. Johnson (1996), advocates that this stage is necessary because it overcomes the strain of resistance, it prepares the employees and employers within the organization to realize and accept that there is need for change. This stage builds up a new way of operation

by breaking down the existing status quo. It also shows why the current way of doing things is not necessary and there is no need to continue the same way.

The second stage is the change stage. According Kagari (1996), this stage is called change implementation stage. The activities done by members of the organization tend to move towards change direction or reform. Rucker (2002), advocates that employees need to be persuaded for them to realize and support that status quo are not of any benefit to them and to the organization. The final stage is refreezing stage. According to Lewin (1947), after change has already been made, this stage establishes the stability of the changes that occurred within the organization so as to become the organizational new norms, though this stage can take time.

This theory is suitable to current study because it expounds on how organizational move from known to unknown state. In most cases, people are not supportive to changes that occur within organizations unless they are discouraged on the current status of what is to be reformed. Police leaders should convince their juniors on matters concerning reforms by informing them the positive effects of those reforms.

The theory also implies that leadership design and involvement of employees is an encouraging step in change process of organization, this motivates employees for change and knowledge sharing. The criticism of this theory is that it is not specific to the changes that are supposed to be adopted, it is too general and from view of things, some changes are typically western or US-centric and cannot be applied the same way across the cultures. Presumably, this theory is not applicable to all situations.

2.1.2 Sequential Theory of Decentralization.

This is a process through which an organization transfers a variety of policy sets as well as responsibilities, authority and resources from senior to lower levels of the firm (Cheema

Rendinelli, 1983). According to Samuel (2003), there are three types of decentralization: administration, Fiscal and lastly political decentralization. Administration decentralization deals with transferring responsibilities pertaining planning as well as financing (Rendilli, 1987). Administration decentralization has three main forms, which include de-concentration, delegation and devolution (Staples, 2012). De-concentration refers to the process of redistributing decision-making authority as well as management and financial powers within the varied levels and branches of an institution. An example is in the case that incorporates a paradigm shift of responsibility from leaders working in the head office of a given enterprise to the staff working in the branches of the firm, which may be in regions provinces or districts. Delegation involves the National government transferring responsibility for administrative functions alongside that of making decisions to semi-autonomous public sector organization. It always involves legal changes for example passing laws. Devolution is where organization devolves functions to its agencies.

According to Chein (2016), Political decentralization aims at giving citizens powers of making decisions in public. If it is in an organization, management gives the employees power to make decisions and they assume and believe that the decisions made through participation of many members have a heavy weight and are relevant to the organization and society at large than those made by people from higher authority The type of decentralization is influential in the formulation of policies. According to Angell, et al. (2001) fiscal is the set of policies that are formed to multiply the revenue of the organization essentially; it is the transfer of expenditure, responsibility and revenue assigned from high level to lower level of the organization.

Sequential theory of decentralization is relevant to this study because it anchors on employee empowerment which is one of the independent variable. In administration decentralization,

when senior police officers who are the police leaders transfer responsibilities to junior officers, they will work efficiently and effectively than when they are being supervised. This also applies to political decentralization whereby when junior police officers are given powers to make decisions by themselves and follow their hearts, the cases of indiscipline in the service will reduce since they will only do what they feel is good for them.

2.1.3 Leader Member Exchange Theory

Main advocaters of this theory were Berrin Erdogan and Talya Bauer in 2015. Leader member exchange(LMX) theory was primarily known as Vertical Dyad linkage (VDL). Dansereau *et al.*(1975), the theory is one of leadership theory, which holds a unique position in that family because it bases its view on leader follower dual relationship. It rests firmly that leaders should have a quality relationship with employees so as to enhance growth of the organization and for a better development of individuals. Lyden and Maslyn (1998), found out that where there is a quality relationship, there is trust, liking of employees and leaders, professional respect and loyalty. The early findings of this theory was that when leaders have varying relationship with their subordinates, subordinates will not be willing to work whole heartedly in the organization hence decrease in the productivity. Dulac, et al. (2008) state the manner in which leaders behave and respond towards their juniors is an indicator that shows whether they support, trust or are loyal to them.

Leader-member exchange theory (LMX) was key to this study based on the notion that police leaders should build a quality relationship between them and their juniors. The matter concerning reforms entails a lot of discussions since new things are being introduced and it may happen that some junior officers have great ideas concerning the reforms at hand. A good relationship between the leaders and their followers creates a conducive environment for free interaction and the junior officers will be encouraged to air out their views. Other

consequences of quality relationship in police service are: job satisfaction and commitment, increased performance in the service, good turnover, and career satisfaction. The critique of this theory is that it's potential to alienate some subordinates and also failing to account for the effects of group dynamics and social identity, and failing to provide specific advice on how leaders can develop high quality relationships.

2.2 Empirical review.

2.2.1 Employee Empowerment and Reform Implementation.

Employee empowerment is an act of giving employees a certain percentage of freedom and responsibility of making their own decisions in the organization despite the position they hold in that organization (Shawn Gimsley, 2018). This allows decision making at a lower level of an organization where employees have different views on matters and issues of the organization. Nadler and Nadler (1998), stipulated that empowerment is defined using the following component: access to opportunity, access to support and access to information. It is the opposite of micromanagement (Kanter, 2012). An organization that doesn't provide empowerment always has a negative impact on the commitment of employees in that organization. David (2003), realized that the organization that is empowerment-structured is always characterized by: autonomy, job satisfaction and commitment among employees.

According to Kumar (2017), during 1950s all decision making powers were given to the bosses and the staffs were only to follow the directives given to them by their leaders. Though the hierarchical style seemed to work well in some businesses it is not comparable to businesses where the idea of employee empowerment is encouraged. Practically, the aspect of employee empowerment has been seen to be beneficial to many businesses in different ways. Klage (1998), observed that empowered people always feel and believe that the work they do is meaningful to them and to others. Jonathen (2015), observed that people who are

empowered by their leaders in the organization are competent, have self-efficacy to their own work and have confidence on their performance. According to Randolph (1995), employee empowerment is also of beneficial because it can bring about customer satisfaction; this is especially where customers have the authority to make decisions.

According to Raquib (2010), to bring about employee empowerment, the top management in an organization needs to share the organization's top level vision which is the main mission, goal and strategy of the organization. This is useful to employees because through this they come to know how the roles they play in an organization contribute to the success of the business. For employees to assess themselves on whatever they have contributed to the organization, feedback is supposed to be provided by the managers. This also helps employees to address issues that arise and also adjust on future plans.

In all organizations, Employee empowerment is a very essential issue because it affects their performance. This finding was further revealed in a connected investigative work by John (2013), who aimed at establishing the impact of empowering employees on their output in Technical Training institutions within the county of Meru with the aim of establishing elements that impact employee empowerment on employee production. The researcher noted that a bigger percentage of employees in Technical Training Institutes were familiar with matters of employee empowerment and participative management empowers employees since they feel a sense of belonging and trust. Reward and recognition also influence employee empowerment in an organization. This was observed in the study he carried out and further, the study revealed that teamwork and work environment influence employee empowerment and performance.

Another research was also carried out in 2012 by Masaya whose aim was to establish the impact of supervisors' empowerment on productivity in a tea manufacturing factory. In his

findings, Masaya (2012), concluded that organization culture affects the supervisor's empowerment towards influencing productivity so various aspects of culture of the factory should be strengthened. A study was also carried out by Kimathi (2011), on how empowering Employees affects commitment of the structural and operational organization of institutions in the Republic of Kenya whose aim was to determine the impact that employee empowerment would have on the level of commitment amongst workforce of organizations. A descriptive survey was adopted where a sample of 550 employees was obtained. The study found out that employee empowerment increases productivity of the organization. The research gap revealed that the researcher focused only on employee empowerment and organization leaving out the aspect of organizational change.

2.2.2 Teamwork and Reforms Implementation

Teamwork is a conjoint effort of a team in order to attain one common goal in a most effective and efficient way (Kagari, 2011). According to Burnes (2013), most forms of employment, teamwork is one of the vital competencies and without it most organizations tend to fail. Teamwork not only requires employee's skills but also a sense of maturity which allows them to think above petty misunderstandings that rise. It involves helping other members so that a common goal can be achieved quickly. According to Aguessy (1994), through team work, everything in the company or organization is accomplished efficiently and with quality. The application of teamwork started from the time of creation 'Let us make man in our own image' (Genesis 1:26 King James Version). The facts of this scripture is brought out that in creation process God together with other heavenly beings worked together as one hence the aspect of team work

When the efforts of individual contributors in an organization are harmonized and contributors work towards a common goal, then the organization is likely to come up with an

effective team work. Good teams don't often come to pass by accident but it is through struggle and hard work (Krigler, 2008).Cubukcu (2016),advocated for that, teams are more effective than individuals because working as team increases collaboration; creativity and it also allow brainstorming hence development of more ideas and improvement of productivity (Keyla Sloan, 2018). Teamwork increase work productivity by boosting moral, workload sharing, co-worker support and employee cross training.

Different researchers have conducted research on matters concerning teamwork.Wepukhulu (2012), did a study on impacts of teamwork on performance in energy sector. The findings showed that team building is influenced by both external and internal factors, for example culture, employee, top management perception, resources and organizational policy should be addressed for an organization to be productive. A study carried out by Kitonga (2013), on how teacher participation in team work improves performance in secondary schools that are in public sector. The researcher adopted descriptive design whereas sample of 147 TSC teachers was obtained by random sampling technique. This study was chiefly pegged on need to realize the factors that encourage team work amongst staff members in public schools, with the objective of enhancing public schools' performance across the secondary institutions in the nation. The study revealed that participation of teachers on team work improves performance. However, the researcher limited himself on teachers in public schools hence not helpful to the current study which is dealing with police leaders.

2.2.3 Resource Mobilization and Reforms Implementation.

Deepak (2014), defined resource mobilization as the process of securing resources that are newly introduced or added in the organization so as to advance to the mission of the organization. Resources may be in terms of finance, human and material. It involves resource maximization and making use of existing resource. The mobilization of resources justifies

that right types of resources should be attained at the right time and purchased with right price. The strategies that are employed in resource mobilization aim at providing resources that are necessary to meet the organization's long term and short term plans. Wambua (2015), took to an investigative project aimed at establishing the factors around mobilization as well as the distribution of resources used in discerning information to learners in secondary schools that are in public the sector. The researcher's scope was Makueni County. Her main purpose of carrying out her study was to bring forth different ways of mobilizing and distributing resources among the objectives. The observation of the study was that both learning and teaching resources were in most cases obtained through purchasing using the government funds and donations by the NGO's.

According to Odenyo (2018), management has the mandate of ensuring every employee is trained on the tips of acquiring financial resources for example fund rising, use of organization's strength and soliciting external funding sources. Management should also ensure that the organization is equipped with necessary tools, office equipment and required machinery so that its project may run effectively. In an organization, resource mobilization is very essential because it supports the sustainability of the organization and it ensures that organization continues to serve its clients to their satisfaction. Globally, many police departments feel that there has been an increase of serious crimes for the last many decades with a rise of workload yet the resources that are being used to manage remain constant. As police departments move from a traditional way of policing to a more community oriented and problem solving policing, they require additional resources to ensure that the transition is successful. The departments invest in the organization training, new technology, and new strategies. All these require additional resources.

James (2018), conducted another study on determining the impact that Resource mobilization has on the effectiveness of women groups in the Western Kenya County of Vihiga. The study established that availability of enough resources impact the effectiveness of projects carried out by women groups. This study did not link resource mobilization and organizational reforms.

2.2.4 Visionary Leadership and Reforms Implementation.

According to Drucker (2015), a vision is the capacity to identify various potentialities that are within the organization and to establish a picture of where the organization will be or is expected to be in future. A leader must provide the vision and communicate it to his or her team. A visionary leader must have a positive image of the future of the organization so that he/she can inspire and motivate the members for them to be able to give directions towards the future planning and goal setting of the organization. According to Chow (2005), visionary leadership is defined as that type of leadership which lays emphasis on a need to accord opportunity to an institution so as to see to it that the organization meets the needs of its constituents. Colton (1985), on the other hand gave the definition of visionary leadership as a the style of leadership which establishes goals alongside objectives to guide an enterprise or institution towards a given direction as opposed to the current state of affairs in the firm (Chan & Collings, 2004). Apart from other forms of leadership visionary leadership inspires vision. The author also suggested that visionary leadership facilitates the communication of the said vision amongst relevant stakeholders in the enterprise with the intention of facilitating growth and progress in the organization. At the same time, as given by scholars in the field of leadership and business, visionary leadership brings out positive results in an organization since it creates and communicates a view of utmost efficacy as far as desired state of affairs are concerned. This not only clarifies the status quo, but also induces the

commitment of the enterprise towards set goals and objectives with efficiency and effectiveness in mind (Conger, 1999). This results to highly committed leaders, trusted leaders, high performance organization and high level of performance among the employees.

According to Lee et al (2013), the high concern of visionary leadership in an organization increases job satisfactory of employees in that organization. When followers find the vision meaningful and believe in it, they become motivated to achieve the same vision. When visionary leaders communicate the vision effectively, the attitude and outputs of subordinates changes resulting in organizational transformation (Waldman et al, 2001). According to Nanus (2009), visionary leaders are not comparable to transformational leaders because they utilize the vision of the organization and then share them with their colleagues. Researchers from previous studies found out that visionary leaders are always responsible and accountable for the growth and success of the organizations. Burnes (1996), reported that leaders who are highly respected in their organizations are the ones that are perceived to have articulated the vision and mission of their juniors.

2.3 Strategic Leadership Practices and Reforms Implementation.

Lorret (2016), said that strategic leadership practices are the approaches which are endorsed by strategic leaders to enable them influence their juniors to voluntarily make their own decisions which affect the long term success of the organization. According to Tony (2001), the way of adopting strategic practices differ from one organization to another. Several strategic leadership practices are adopted by organizations for example leaders must define the organization's strategic direction based on their long term vision and also ensure that the firm's internal resources are maximized in so as to attain required goals in a competitive environment. The role of aligning the employee and the organizational resources in one direction critically rely on strategic leaders, (Pearce and Robinson, 2007).

According to Hit, et al (2007), strategic leadership practice is versatile and is concerned with managing through subordinates and it aids organizations to endure with changing business world today. Balogun (2004), advocates that change does not occur in the vacuum but should be part of leadership and management process of the organization. Leaders and managers of the organization must always be flexible enough to respond to any reforms taking place in those organizations and they must play part in setting the new rules,(Porte, 1996).Nodler and Nodler (1998), suggested that organizational leaders should ensure that three major tasks: shaping the political dynamics of reform process, motivating the reforms and manage the reform period so as to survive from effects of continuous reforms. Employees in an organization are motivated fully to support same organizational objectives and goals only when they are supported by the leadership through positive self-esteem in the changing environment.

2.4 Summary and Research Gaps.

Table 2:1 Summary of literature and research gaps

Author / year	Study Area	Findings	Knowledge gap
ChitaluBruce (2014)	The issues arising from police reforms in Kenya.	The research established that the knowledge of police reforms among the police officers was very low and implementation of new ranks and police vetting was very difficult.	The researcher however did not look at the responsibility of police management in the reforms implementation
John Kabia (2013)	Factors affecting police perception on police reforms	The study found out the existence of relationship between perception of police officers on police reforms and training, recruitment, staffing, and legal structures of the service.	The researcher however failed to link police perception on police reforms to the determinants of strategic leadership practices which are employee empowerment, resource mobilization and visionary leadership.
Charles Mutua (2014)	Effectiveness of Kenya Police reforms on Service delivery	The research concluded that not all reforms are successful and due to this, commission in charge of police reforms must highly be cautious in identifying types of reforms to put in place in order to come up with effective service delivery	The researcher therefore did not measure the leadership strategies against police reforms that do not result in effective service delivery
Olivia Kagwira (2013)	Leadership practices and reforms in National Bank of Kenya.	She established that strategic leadership in the National bank of Kenya Remain suitable at the time when the bank is undergoing some reforms	The researcher limited her study on the National Bank of Kenya hence the findings may not reflect the state of National Police Service.
Peter Kihiko (2013)	Effecting changes in police sector and its effect to service delivery	The study established that refining the police culture to accommodate the members of public will enhance service delivery.	The research did not look at the leadership strategies that should be employed in implementation of police reforms so as to come up with effective service delivery.

Patrick Kimathi (2011)	How empowering Employees affects commitment of organizations in various state corporations in Kenya.	The findings are empowering employees increases productivity.	The researcher focused on empowering employees and commitment of organizations leaving out the aspect of organizational change.
Nyaga John (2013)	How the empowering of employee influence on the way Technical Training Institutes performs	The researcher findings indicate that many employees in Technical Training Institutes were familiar with matters of employee empowerment and participative management empowers employees since they feel a sense of belonging and trust	The aspect of performance is so limited. It has no effect of reforms or chance in an organization.
KevinahWepukhulu (2012)	Impact of teamwork on performance in the energy sector.	The findings showed that both the external and internal factors that influence team building for example culture, employee, top management perception, resources and organizational policy should be addressed for an organization to be productive.	The researcher limited herself to the scope of energy sector leaving out National Police Service.
BenardKitonga (2013)	How teacher participation in team work improves performance in secondary schools that are in public sector in Taita .	The study confirmed that participation of teachers on team work improves performance.	The researcher limited himself to teachers in public schools hence it will not be helpful to the current study which focuses on police leaders.
Odenyo Collins and Rosemary James.	Impact of mobilization of Resources in the sustenance of women groups in the Western Kenya county of Vihiga.	Their investigation came to a conclusion that sustaining the projects by women groups is largely a factor of sufficiency of resources.	The researchers failed to link resource mobilization and organizational reforms. .
WambuaAnet (2015)	Mobilizing and distributing teaching resources in the public sector secondary schools.	She found out that government funds and donations by NGO's are used to source teaching.	The researcher only focused on teaching resources leaving out human resources which are majorly tackled in current study.

Source (literature review 2020)

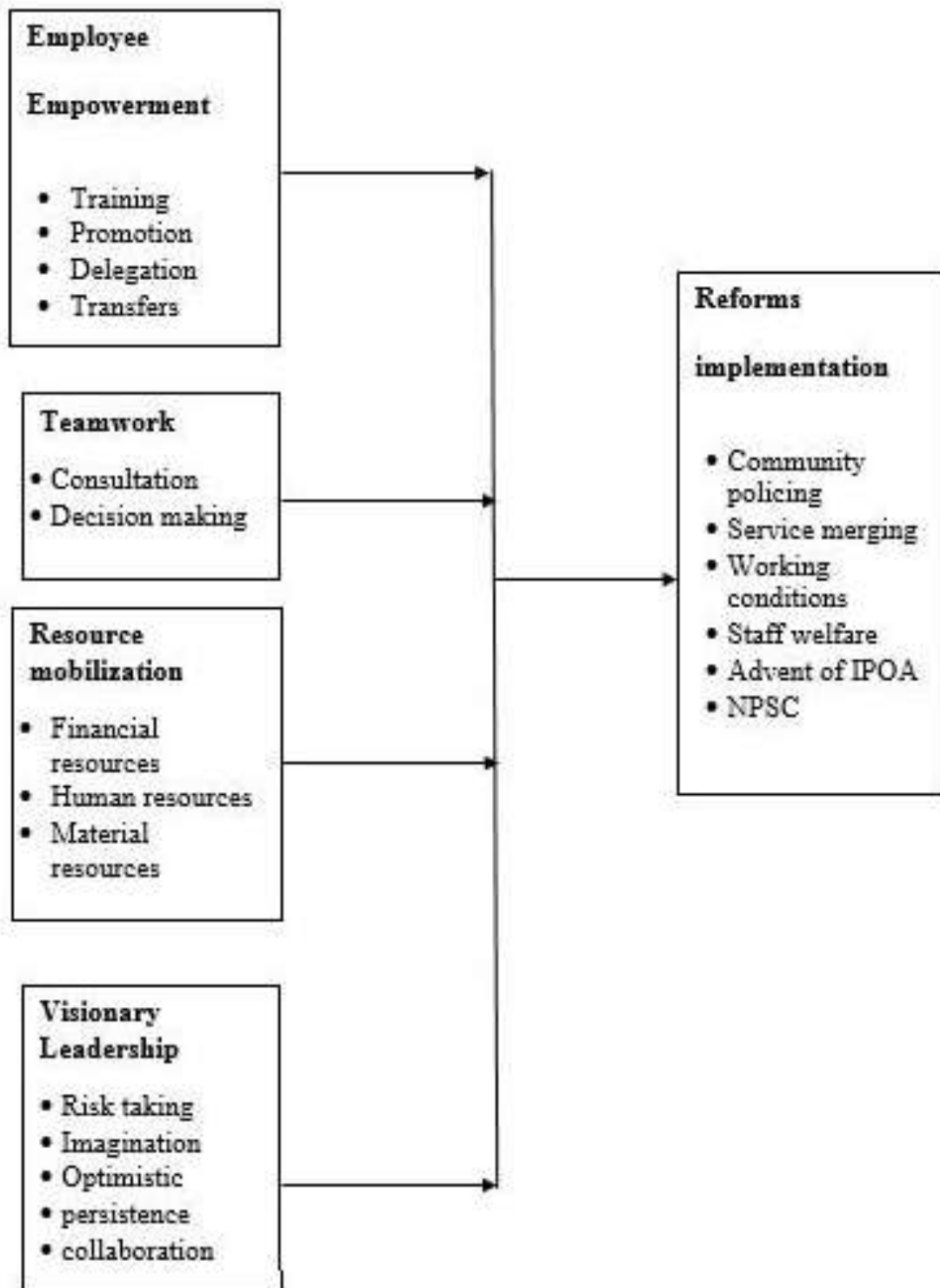
2.5 Conceptual framework

A thorough study was done on literature review and the following conceptual framework was formed to determine strategic leadership practices and reform implementation in National Police Service. The conceptual framework summarized the independent and dependent variables and how they relate to one another. The conceptual framework illustrates determinants of strategic leadership practices (independent variables) and reforms implementation in the National Police Service as the dependent variables. From the researcher's perception, the independent variables that may affect the reforms implementation are: employee empowerment, teamwork, resource mobilization and visionary leadership.

Figure 2.1 Conceptual framework

Independent Variables

Dependent Variables



Source (Researcher, 2020)

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The chapter gives out an account of data collection method. The data gathered was from the Questionnaire. The aspects covered in this section are research design and target population. Further, elements discussed in this chapter are the sample design alongside instruments of data collection, pilot study, as well as how valid or relevant the instruments employed for research are. Reliability of instruments, collection of data procedure. This section also discussed data analysis, presentation and ethical considerations.

3.1 Research Design.

These are sets of methods, procedures and techniques that are selected and combined in the study in reasonable and logical manner so as to efficiently handle research problem. This project adopted descriptive design since it is a method used to collect data by use of questionnaires from sample chosen in a target population. Orodho (2003), discovered that descriptive survey is chosen since it gives out an in depth information from respondents and also it enabled the researcher to discover new ideas because it gives opportunity of considering different aspects under study.

3.2 Target population

Mugenda and Mugenda (2003) classified that target population as the people or elements having similar or common characteristics established by a researcher from which a sample shall be drawn. According to Police Personal Data (2019), the eight selected police divisions within Nairobi County has a total of 445 police leaders cutting across the ranks of senior superintendent of police to non-commissioned officers (NCO's). The researcher obtained a population target of 445 police leaders.

Table 3:1 Target population

DIVISION	RANK	STRATUM	TOTAL
CENTRAL	SSP	G.O	4
	SP	G.O	7
	ASP	G.O	7
	CI	Inspectorate.	10
	IP	Inspectorate.	16
	S/SGT	NCO's	11
	SGT	NCO's	30
TOTAL			85
BURUBURU	SSP	G.O	3
	SP	G.O	5
	ASP	G.O	4
	CI	Inspectorate.	9
	IP	Inspectorate.	10
	S/SGT	NCO's	6
	SGT	NCO's	25
TOTAL			62
KILIMANI	SSP	G.O	3
	SP	G.O	4
	ASP	G.O	3
	CI	Inspectorate.	8
	IP	Inspectorate.	8
	S/SGT	NCO's	7
	SGT	NCO's	14
TOTAL			47
KAYOLE	SSP	G.O	3
	SP	G.O	5
	ASP	G.O	3
	CI	Inspectorate.	8
	IP	Inspectorate.	9
	S/SGT	NCO's	8
	SGT	NCO's	18
TOTAL			54
KASARANI	SSP	G.O	3
	SP	G.O	5
	ASP	G.O	4
	CI	Inspectorate.	6
	IP	Inspectorate.	10
	S/SGT	NCO's	7
	SGT	NCO's	14

TOTAL			49
STAREHE	SSP	G.O	3
	SP	G.O	4
	ASP	G.O	5
	CI	Inspectorate.	6
	IP	Inspectorate.	11
	S/SGT	NCO's	6
	SGT	NCO's	14
TOTAL			49
MAKADARA	SSP	G.O	3
	SP	G.O	5
	ASP	G.O	6
	CI	Inspectorate.	9
	IP	Inspectorate.	14
	S/SGT	NCO's	8
	SGT	NCO's	13
TOTAL			58
DAGORETI	SSP	G.O	3
	SP	G.O	5
	ASP	G.O	4
	CI	Inspectorate.	8
	IP	Inspectorate.	2
	S/SGT	NCO's	7
	SGT	NCO's	12
TOTAL			41
TOTAL			445

(Source: Researcher, 2020)

3.3 Sampling Design.

Ngechu (2004), defined sampling as a mathematical function used for selecting people or observation from the entire target randomly and without being biased for the purpose of making fair generalization of the results obtained from the sample. The National Police Service has a population of about 92, 000 police officers deployed in different departments across the country. Therefore, the researcher did not manage to study the entire population of National Police Service, thus attempted to define an experimentally accessible population. A sample of 445 police leaders was randomly picked from the eight out of fourteen police divisions in Nairobi County and about twenty-two police stations were visited.

A multistage sampling technique was used whereby the researcher combined purposive, stratified and simple random sampling procedure. In purposive technique, the researcher strictly relied on police leaders as a representative sample. The population was grouped in three strata then sample was collected from every stratum. In order to capture the validity of characteristics amongst those within the study population, the sample population was grouped into three sub groups based on homogeneity, and incorporated the NCO's, members of inspectorate alongside gazette officers, from these sub groups a sample of 30% was obtained. A sample of 30% is considered as an adequate sample (Mugenda & Mugenda, 2003). In this research, classification basis was ranks.

Table 3:2 Sample Population

DIVISION	RANK	STRATUM	TOTAL	30% SAMPLE
CENTRAL	SSP	G.O	3	1
	SP	G.O	6	2
	ASP	G.O	6	2
	CI	Inspectorate.	9	2
	IP	Inspectorate.	12	3
	S/SGT	NCO's	9	3
	SGT	NCO's	25	7
TOTAL			85	20
BURUBURU	SSP	G.O	3	1
	SP	G.O	5	2
	ASP	G.O	4	2
	CI	Inspectorate.	9	3
	IP	Inspectorate.	10	3
	S/SGT	NCO's	6	2
	SGT	NCO's	25	8
TOTAL			62	17
KILIMANI	SSP	G.O	3	1
	SP	G.O	4	2
	ASP	G.O	3	1
	CI	Inspectorate.	8	3
	IP	Inspectorate.	8	3
	S/SGT	NCO's	7	3
	SGT	NCO's	14	5
TOTAL			47	18

KAYOLE	SSP	G.O	3	1
	SP	G.O	5	2
	ASP	G.O	3	1
	CI	Inspectorate.	8	3
	IP	Inspectorate.	9	3
	S/SGT	NCO's	8	3
	SGT	NCO's	18	6
TOTAL			54	19
KASARANI	SSP	G.O	3	1
	SP	G.O	5	2
	ASP	G.O	4	2
	CI	Inspectorate.	6	2
	IP	Inspectorate.	10	3
	S/SGT	NCO's	7	3
	SGT	NCO's	14	5
TOTAL			49	18
STAREHE	SSP	G.O	3	1
	SP	G.O	4	2
	ASP	G.O	5	2
	CI	Inspectorate.	6	2
	IP	Inspectorate.	11	4
	S/SGT	NCO's	6	2
STAREHE	SGT	NCO's	14	5
TOTAL			49	18
MAKADARA	SSP	G.O	3	1
	SP	G.O	5	2
	ASP	G.O	6	2
	CI	Inspectorate.	9	3
	IP	Inspectorate.	14	5
	S/SGT	NCO's	8	3
	SGT	NCO's	13	4
TOTAL			58	20
DAGORETI	SSP	G.O	3	1
	SP	G.O	5	2
	ASP	G.O	4	2
	CI	Inspectorate.	8	3
	IP	Inspectorate.	2	1
	S/SGT	NCO's	7	3
	SGT	NCO's	12	4
TOTAL			41	16
TOTAL			146	

Source (Researcher, 2020)

3.4 Data Collection Instruments.

Mugenda and Mugenda (2008), defined data as anything that is given out as facts on which research inference was based. In the current study, the researcher collected data from primary source. For collecting primary data in this study the questionnaire was simply used. However, questionnaire used carried close-ended questions to collect quantitative data. Sapsford (2009), states that questionnaires are mostly used because they are not costlier and also they are not biased in nature, it also gives the respondent enough time to give well thought answers hence making the answers more reliable in giving the best over view of research study. The Drop and pick method was applied in order to give out the questionnaire to the chosen sample. Reliability of questionnaire was ensured by carefully restructuring questions and confirming the layout to ensure it is simple to understand.

3.5 Pilot Study

William (2005) defined pilot study as a preliminary study conducted to evaluate the logistics before conducting the real or actual study. A pilot study was conducted at Nairobi Railways Police Station since the station was not part of the target selection, whereby fifteen police leaders participated. The researcher did this so that she could fulfill the gaps, shortages and deficiencies that may have been found in design instruments. It also helped in confirming whether the items and instructions in the questionnaire were clear and understandable.

3.6 Validity and Reliability of Research Instruments.

3.6.1 Validity of Research Instruments

Kothari (2004) defines that validity is extent of which scores from a measure measures the right elements that are intended to be measured. The content of validity was measured using the expert's opinion in the field of study. To validate the instruments, a supervisor was consulted whereby his opinions and criticisms were used to improve the research validity.

According to Javid (2015), the types of validity that are measured in research study are: criterion, content and construct validity. Content validity was used to test representativeness and suitability of the questions in the questionnaire.

3.6.2 Reliability of Research Instruments

Orodho (2012) describes the subject of reliability as degree that an experiment or any other measuring procedures remain consistent, have a slight deviation. The reliability of questionnaire was measured using the consistency of responses to the researcher's questions (Michelle, 1996). This study's reliability was measured by Cronbach's Alpha where 0.6 was the cut level and anything above was accepted.

3.7 Data Collection Procedures.

An introductory letter was obtained from Kenyatta University. Thereafter, data collection permission letter was obtained from NACOSTI. Consequently, the researcher booked an appointment with the Sample police divisions through sub county police commanders (OCPD's) to visit the division headquarters and administer the questionnaires to respondents. Thereafter, questionnaires were collected after the agreed time. This method is called pick latter method. Semi-structured questionnaires facilitated in collection of primary data, this is according to (Mugenda and Mugenda, 2003) where he also states that questionnaires are suitable in obtaining the population's important information.

3.8 Data Analysis and Presentation

Raw data was edited first so as to detect whether there are some errors or omissions and thereafter corrections were done. The researcher coded the data for efficiency and classified it on basis of attributes and characteristics. Analyzing of data was done using (SPSS) program and presented by pie charts and distribution table. According to Bhaskar (2016) described

regression analysis as statistical tool for analyzing the relationships of dependent and independent variable. Therefore, the study adopted regression to do quantitative data analysis.

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where Y=Reforms implementation

b₀ = The intercept / Constant

b₁, b₂, b₃ and b₄ = The coefficients

X₁ = Employee Empowerment

X₂ = Teamwork

X₃ = Resource mobilization

X₄ = Visionary Leadership

e = error term.

3.9 Ethical Considerations

Definition of ethical considerations is given, by Wiles (2013) as a set of moral code of conduct and principles which guide the way members of a society are expected to follow, including how to behave and the nature of relations that they should have with other members of the community. Wiles (2013), states that the researcher is responsible for the careful evaluation of the potential and imminent harm to their respondents. The author further establishes a need to mitigate the identified detriments to protect their respondents and the interests of such respondents. The subject that is under research is a sensitive one pegged on its involvement of police and security matters. As such, it is prudent that a researcher protects the identity of the respondents as it happened in this project. In this regard, the questionnaires used in this research did not require the name of respondents, and also avoided documentation of any information that identifies a specific person. The respondent's consent was obtained and an assurance of the privacy and confidentiality of the information given was guaranteed.

The data collected was specifically adopted for academic purpose and the facts will remain confidential since it will not be revealed to any unauthorized person.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS.

4.1 Introduction

This chapter presents the research findings and analysis of the data. The chapter specifically presents all findings on extent to which employee empowerment influence reforms implementation in selected National police service division, Nairobi city county, Kenya, how team work affects reforms implementation in the selected National police divisions Nairobi city, Kenya, how resource mobilization influence reforms implementation in the selected police divisions Nairobi city county Kenya and effects of visionary leadership on reform implementation in the selected national police divisions Nairobi city county, Kenya.

4.2 Response Rate

The respondents for this study were police leaders from the rank of sergeant to senior superintendent of police. After 146 questionnaires were administered to the respondents and out of it 129 (88%) was filled and returned.

Table 4:1 Status of response.

Respondents	Frequency	Percentage
SSP	6	5%
SP	13	10%
ASP	13	10%
CI	18	14%
IP	20	15%
S/SGT	21	16%
SGT	38	30%
TOTAL	129	100%

Table 4:2 Response rate

Response rate	Frequency	Percentage
Responded	129	88%
Not responded	17	12%
TOTAL	146	100%

The study sampled 146 respondents in collecting data. Table 4.2 above shows that 129 out of 146 filled the questionnaire hence contributing to 88% response rate.

Table 4:3 Reliability Results

Scale	Cronbach's Alpha	Unit
Employee empowerment	0.821	12
Teamwork	0.853	12
Resource mobilization	0.727	10
Visionary leadership	0.843	12

Reliability coefficient scale, Cronbach's alpha, unit employee empowerment 0.821, team work 0.853, resource mobilization 0.727 and visionary leadership 0.843. The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the consistency. Cronbach's Alpha value ranges from 0 to 1 and may be utilized to depict the dependability of factors extracted from dichotomous or multi-formatted questionnaire or scale. A high esteem demonstrates a more dependable scale. Mugenda & Mugenda(2008), showed 0.6 to be acceptable reliability coefficient. Table 4.3 demonstrates that employee empowerment ($\alpha =$

0.821) teamwork ($\alpha = 0.853$), resource mobilization ($\alpha = 0.727$) and visionary leadership ($\alpha = 0.843$). This statistic shows that all the four scales were dependable as their unavailing quality surpasses the endorsed limit of 0.6.

4.3 Respondent's Demographic Characteristics

4.3.1. Gender

4.3: Gender distribution

Table 4:4 Gender distributions

Gender distribution	Frequency	Percentage
Male	86	67%
Female	43	33%
Total	127	100%

From Table 4.4 above, 67% of respondents were male while 33% were female police leaders.

Hence this implies that a very a high number of police leaders are male.

4.3.2 Education Level

Police leaders were supposed to state their education level and the response were as portrayed in Table 4.5.

Table 4:5 Education Level

Response	Frequency	Percentage
Secondary	75	58%
Diploma / Higher Diploma	17	13%
Other college education	5	4%
Degree	26	20%
Post degree	6	5%
Total	129	100%

Results portrayed in the above table indicates that most respondents (58%) had secondary level of education, 13% had diploma or higher diploma, 4% had other college education qualification, 20% were degree holders and lastly 5% of respondents had post graduate degree. This portrays that a bigger number of police leaders are well-educated thus were able to respond to the issue at hand.

4.3.3 Age Distribution

Table 4:6 Age distribution

Response	Frequency	Percentage
Below 20 years	4	3 %
21-30 years	13	10 %
31-40 years	22	17 %
41-50	62	48%
Over 50 years	28	22 %
Total	129	100%

The aim of this section was to establish the age of respondents. The data presented in Table 4.6 displays that, most of the respondents were between the age of 41 and 50 years (48%). 22% were over 51 years, 17% were aged between 31 and 40. 10 % of respondents are aged between

21 and 30 years and lastly the least number of respondents were below 20 years carrying out 3% of the respondents.

Table 4:7 Working Period

Response	Frequency	Percentage
Less a year	0	0%
1-5 years	17	13%
6-10 years	33	26%
Over 10 years	79	61%
Total	129	100%

The respondents were required to disclose the period they have worked as leaders in National Police service, this is as recorded in Table 4.7. From the study findings, it was observed that 13% of respondents have served between 1 and 5 years while 26% have served between 6 and 10 years. Those who have served for more than 10 years translated to 61%. This shows that most respondents had worked in National Police Service for a long time hence were in a good position of giving authentic information on how strategic leadership practices influence reform implementation in the National police service.

4.4 Descriptive findings

4.4.1 Employee Empowerment and Reforms Implementation in National Police Service

Table 4.8 illustrates frequencies of responses for employee empowerment factors in selected National Police Divisions in Nairobi County. Number of respondents who answered each item of the Likert Scale was indicated in the table 4.8 with total frequencies being the number of participants in the survey. The code EMP01 to EMP010 represents the questions answered on employee empowerment in the questionnaire from question 1 to 10.

Table 4:8 Responses on employee empowerment in the National Police Services

Code	Employee empowerment					
		Descriptive Statistics			General Response	
		Mean	Standard deviation	Mode	General Response (mode)	General Response (mean)
EMP01	The contemporary curriculum that has been adopted for the training of police officers is highly sufficient and has yielded a high degree of efficacy as regards goals of the National Police Service.	2.860	1.139	3	Not Sure	Not Sure
EMP02	The current mode of promotion in the National Police Service is founded on the principle performance and this is a boost to the institution.	2.163	1.180	1	Strongly Disagree	Disagree
EMP03	Senior officers often delegate duties to their juniors	2.287	1.065	2	Disagree	Disagree
EMP04	Deployment of officers by leaders is always transparent	2.023	1.144	1	Strongly Disagree	Disagree
EMP05	Transfers of National Police Service improve the service effectiveness.	2.814	1.231	4	Agree	Not Sure
EMP06	Promotions rely on mentoring relationship with someone higher in rank in the National Police Service	3.349	1.118	4	Agree	Not Sure
EMP07	Training improves productivity and performance in the National Police Service	3.992	1.053	4	Agree	Agree
EMP08	Deployment in National Police Service is done based on competence in a given field.	2.178	1.015	2	Disagree	Disagree
EMP09	Transfer in National Police Service do breed corruption	1.961	1.137	1	Strongly Disagree	Disagree
EMP010	Junior officers do take responsibility once they are delegated duties.	3.194	1.288	4	Agree	Not Sure

(Source: Researcher 2020)

Mean, standard deviation and mode of the responses were estimated for each of the ten attributes of employee empowerment and illustrated in figure 4.1. Results show that the attributes with highest means were “Training improves productivity and performance in the

National Police Service” mean being 3.992, “Promotions rely on mentoring relationship with someone higher in rank in the National Police Service” mean being 3.349 and “Junior officers do take responsibility once they are delegated duties” mean being 3.194. The modes for the attributes were 4. Modal analysis shows that respondents generally agreed that three attributes contribute to employee empowerment in the National Police Service in Nairobi County. Analysis using mean show that respondents were in agreement that training improves productivity and performance but was not sure about the effects of the other two attributes.

Both modal and mean analyses showed that mean was 2.860 and mode were 3, respectively, for contemporary curriculum. The results show that the respondents were not sure whether or not the contemporary curriculum that has been adopted for the training of police officers is highly sufficient and whether or not it has yielded a high degree of efficacy as regards goals of the National Police Service. This response differs from those of Robert J Redmon (2007) who did a study on Impact of teacher's training upon teachers' self-efficacy and found out that training programs influence the growth of self-efficacy among teachers. Whereas modal analysis shows that the respondents agreed (mode=4) that transfers in the National Police Service improve service effectiveness, mean analysis showed that the respondents were not sure (mean=2.814) whether transfers improve service effectiveness or not. Analysis using mean = 3.992 and mode = 4 shows that the respondents were in agreement that training improves productivity and performance. Findings of this study relates to that of Muhammad Maimuna (2013) who did a research on the influence of employee training and development on employee productivity. The researcher found out that training is valuable in increasing productivity of organization.

Modal and mean analysis (mean 3.349, mode 1.118) for Promotions relying on mentoring relationship with someone higher in rank in the National Police Service. The analysis showed

that the respondents agreed. This respond relates with the study done by Angela Copeland (2012), who did a study on how to get promoted, strategies for moving up the corporate ladder. She found out that a higher percentage of people who are promoted are those who are related with people in higher authority in the company.

Both modal and mean analyses show that respondents disagreed that senior officers often delegate duties to their juniors (mean 2.287, mode 2) The results yielded from the question are not in agreement with what is happening on the ground. The respondents concluded that senior officers do not delegate duties, practically duties are delegated downwards. The deployment of police officers by police leaders is not always transparent as per response given by the respondents instead favourism is highly practiced. The analysis also showed that deployment in National Police Service is done based on competence in a given field (mean 2.178, mode 2). Whereas modal analysis showed that the respondents strongly disagreed that the current mode of promotion in the National Police Service is founded on the principle performance and it is a boost to the institution, the response on this question differs from the findings of Laurence J Peter (2010), who observed that an employee is promoted based on their success in previous job performance until they reach a level of incompetence. Deployment of officers by leaders is always transparent and that transfer in National Police Service does breed corruption, mean analysis showed that respondents disagreed.

4.4.2 Teamwork and Reforms Implementation in the National Police Service

Table 4.9 present responses on effects of teamwork on reforms implementation in selected National Police Service divisions in Nairobi County. Response frequency for each Likert Scale rating for every attribute of effects of team work is shown in the table below. The code TEA01 to TEA08 represents the questions answered on teamwork in the questionnaire from question 1 to 8.

Table 4:9 Responses on teamwork and reforms implementation in the National Police Services

Code	Teamwork	Descriptive statistics			General Response	
		Mean	Standard deviation	Mode	General Response (mode)	General Response (mean)
TEA01	The SSO support the issue of teamwork in the National Police Service	2.364	0.844	3	Not Sure	Disagree
TEA02	Officers in the National Police Service consult one another while on duty.	3.659	0.976	4	Agree	Agree
TEA03	Junior officers are given room to make decisions and follow their hearts.	2.202	1.144	1	Strongly Disagree	Disagree
TEA04	All officers in the National Police Service work towards achieving a common goal.	3.698	1.217	5	Strongly Agree	Agree
TEA05	There is interdependence of employees in the National Police Service	3.853	0.864	4	Agree	Agree
TEA08	There is an open communication between police leaders and their juniors	1.930	0.899	1	Strongly Disagree	Disagree
TEA07	Every police officer in the National Police Service has a deep commitment to any decision or action made in a group	2.953	1.369	4	Agree	Not Sure
TEA08	The service terms and conditions encourage creativity and innovation	2.442	0.995	2	Disagree	Disagree

(Source: Researcher 2020)

The modal analysis (mode of 3) shows that the respondents were not sure whether or not the SSO support teamwork in National Police Service, mean analysis (mean of 2.364) show that they disagreed that SSO supports the issue of teamwork in the National Police Service. From

the study findings most of the respondents disagreed that the SSO support the issue of teamwork in the National Police Service but in reality SSO strongly supports teamwork in the National Police Service

Whereas mean analysis shows that respondents generally disagreed that junior officers are given room to make decisions and follow their hearts (mean of 2.202) and that they also disagreed that there is an open communication between police leaders and their juniors (mean of 1.930), modal analysis shows that the respondents strongly disagreed concerning the two attributes. Both mean and modal analyses show that the respondents disagreed that service terms and conditions encourage creativity and innovations.

Whereas modal analysis (mode of 4) shows that respondents generally agreed that every officer in National Police Service has deep commitment to decision or action in the group, mean analysis (mean of 2.953) shows that the respondents were not sure whether or not every officer in the deep commitment to any decision or action in the group. The researcher is not in agreement with the findings because in National Police Service decision are made by senior officers and not groups.

Variability's of responses were lowest in the following attributes: the SSO support the issue of teamwork in the National Police Service (0.844 of standard deviation), the findings contradicts results found in a study done by Emmanuel Osei (2015) on Team Work and Organizational Policies. He found out that team work is an efficient way of achieving organizational goals in an organization; he recommended that organizational policies should tackle on issue of team work. There is interdependence of employees in the National Police Service (0.864 of standard deviation) and there is an open communication between police leaders and their juniors (standard deviation of 0.899). Highest variability was witnessed with responses for the following attributes: every police officer in the National Police Service has a

deep commitment to any decision or action made in a group (standard deviation of 1.369), junior officers are given room to make decisions and follow their hearts (1.144 of standard deviation). The respondents disagreed with this statement, their response differed with the findings of Casey Anderson (2019) who did a study on Advantages of Employee involvement in decision making and concluded that participation in decision making process gives each employee opportunity to give out their opinions and share their knowledge with others. The respondents also were in agreement that all officers in the National Police Service work towards achieving a common goal (standard deviation of 1.217), this response relates to the findings of the study done by Georgina Stewart (2014) who found out that a successful and productive team in an organization works towards achieving the same goal.

4.4.3 Resource Mobilization and Reforms Implementation in the National Police Service

Table 4.10 shows descriptive statistics of the responses on effects of resource mobilization on implementation of reforms in the National Police Service in selected divisions in Nairobi County. Results show that the respondents were either not sure or that they disagreed that the attributes affect implementation of reforms in the National Police Service divisions in Nairobi County as illustrated in the general response in Table 4.10. The code RES01 to RES06 represents the questions answered on resource mobilization in the questionnaire from question 1 to 6.

Table 4:10 Resource mobilization and reform implementation.

Code	Resource mobilization	Descriptive statistics			General Response	
		Mean	Standard deviation	Mode	General Response (mode)	General Response (mean)
RES01	National Police Service has the right resources needed to in policing to ensure efficiency and effectiveness.	2.457	0.881	3	Not Sure	Disagree
RES02	Police leaders normally make good use of financial resources set to support reforms.	2.132	0.943	2	Disagree	Disagree
RES03	There are enough police personnel in National Police Service	2.853	1.028	2	Disagree	Not Sure
RES04	There are enough material resources in the National Police Service which will ensure that reforms implementation is successful.	2.016	0.923	2	Disagree	Disagree
RES05	The tools and equipment in the National Police Service are sufficient for their operations.	1.953	0.870	2	Disagree	Disagree
RES06	There is enough financial resources to fund the reform implementation.	2.264	1.031	3	Not Sure	Disagree

(Source: Researcher 2020)

Lowest variabilities in responses were seen in the following attributes: the equipment and tools in the National Police Service are sufficient for their operations (standard deviation of 0.870) and National Police Service has the right resources needed to in policing to ensure efficiency and effectiveness (standard deviation of 0.881). Highest variabilities were in responses on the following attributes: there are enough police personnel in National Police Service (standard deviation of 1.028) and there is enough financial resources to fund the reform implementation (standard deviation of 1.031).

The response from the respondent disagreed about the personnel in National Police Service being enough basing on the report from National Police Service the required number of police officers in Kenya was achieved in 2018 according to the standard of the united nation.

4.4.4 Visionary Leadership the Reforms Implementation in National Police Service

Table 4.11 shows descriptive statistics of responses on effects of leadership on reforms implementation in selected National Police Service divisions in Nairobi County. Standard deviation analysis shows that respondents agreed (SD of 1.125) that some of the characteristics that define leaders in the police service include courage, willingness to take relevant risks and daring. However, mean analysis showed that the respondents were not sure (M of 3.419). Both modal and mean analyses showed that the respondents generally disagreed that the other attributes in Table 16 affect implementation of reforms in National Police Service divisions in Nairobi County. Respondents disagreed that National Police Service leaders believe in collaboration since they inspire them to realize and release, to the best of their capacity, the uniqueness of their gifts and strengths as a methodology for guaranteeing innovation in the sector, This response is not related with the findings of Herminia Ibara (2011) who did a study on Collaborative Leadership and found out that leaders who value collaboration have a vital source of competitive advantage in today's highly networked business environment. The code VIS01 to VIS04 represents the questions answered on visionary leadership in the questionnaire from question 1 to 4.

Table 4:11 Responses on Visionary leadership and reforms implementation in National Police Service

Code	Effects of Visionary Leadership	Descriptive statistics			General Response	
		Mean	Standard deviation	Mode	General Response (mode)	General Response (mean)
VIS01	Police leaders encourage their juniors to dream big and they value their imagination.	2.279	0.704	2	Disagree	Disagree
VIS02	Leaders in National Police Service encourage their juniors to always push through difficulties and setback.	2.295	1.123	2	Disagree	Disagree
VIS03	National Police Service leaders believe in collaboration since they inspire them to realize and release, to the best of their capacity, the uniqueness of their gifts and strengths as a methodology for guaranteeing innovation in the sector	1.767	1.015	1	Strongly Disagree	Disagree
VIS04	Some of the characteristics that define leaders in the police service include courage, willingness to take relevant risks and daring.	3.419	1.125	4	Agree	Not Sure

(Source: Researcher 2020)

4.4.5 Reform Implementation in Selected Police Divisions Nairobi County

Table 4.12 shows descriptive statistics of responses on extent of reforms implementation in selected National Police Service divisions in Nairobi County. Modal analysis shows that the respondents agreed that community policing has created a better rapport between police the police departments, this finding is related to a study done by Travis Richardson (2019) on developing an effective understanding of community policing. The researcher found out that

the community policing has positively been able to improve the existent of relationship between members of the public and the police department. Citizens of the land and also the advent of IPOA led to the reduction of the misconduct of police officers to members of public. The respondents were not sure on whether the foundation upon which the community policing is built has made it possible for the police departments in the country to work hand in hand with members of public with the goal of limiting the rate of crimes in the society. Their response is not related with the findings of Crowl, J, N (2017), who did a study on. The effects of community policing on reduction of crime and fear, legitimacy, job satisfaction and policy. The findings indicate that policies created by the community it focuses on the community's involvement in enforcing law in order to prevent crime. Respondents were not sure, disagreed and strongly disagreed on other factors as indicated in the table. Mean analysis show that the respondents either disagreed or not sure of the factors.

Basing from response from respondent most of them agreed that police leaders are courageous and risk takers but in real sense the junior officers are the one who risk their lives by courageously going to the fields

Table 4:12 Descriptive Statistics of Reform implementation in the National Police Service

	Reforms implementation	Descriptive statistics			General Response	
		Mean (M)	Standard deviation (SD)	Mode	General Response (mode)	General Response (mean)
REF01	Community policing has created a better rapport between the police departments and citizens of the land.	3.217	1.034	4	Agree	Not Sure
REF02	The foundation upon which community policing is built has made it possible for the police departments in the country to work hand in hand with members of public with the goal of limiting the rate of crimes in the society.	3.341	1.171	3	Not Sure	Not Sure
REF03	Service merging in the National police service created a sense of unity between Administration Police and Kenya police services.	2.760	1.219	3	Not Sure	Not Sure
REF04	It is guaranteed that merging police departments will result in significant cost and resource savings that would in turn promote efficiency and efficacy in the police service.	2.822	1.389	2	Disagree	Disagree
REF05	It is true that reforms implementation in the police service has improved the working conditions of the police service	2.984	1.276	3	Not Sure	Disagree
REF06	Introduction of police reforms improved the welfare of police officers.	2.535	1.258	1	Strongly Disagree	Disagree
REF07	The National Police Service commission has improved the Human Resource Management of the Police service.	2.116	0.895	3	Not Sure	Disagree
REF08	The advent of IPOA led to the reduction of the misconduct of police officers to members of public.	3.023	1.400	4	Agree	Not Sure
REF09	IPOA ensures that there is fairness and effectiveness in police disciplinary processes.	2.651	1.172	3	Not Sure	Disagree

(Source: Researcher 2020)

Table 4:13 Correlation

Correlations						
		Reform implementation	Employee empowerment	Teamwork	Resource Mobilization	Visionary Leadership
Pearson Correlation	Reform implementation	1.000	.912	.828	.930	.852
	Empowerment	.912	1.000	.803	.914	.872
	Teamwork	.828	.803	1.000	.830	.774
	Resource Mobilization	.930	.914	.830	1.000	.880
	Visionary Leadership	.852	.872	.774	.880	1.000
Sig. (1-tailed)	Reform implementation	.000	.000	.000	.000	.000
	Empowerment	.000	.	.000	.000	.000
	Teamwork	.000	.000	.	.000	.000
	Resource Mobilization	.000	.000	.000	.	.000
	Visionary Leadership	.000	.000	.000	.000	.000
N	Reform implementation	129	129	129	129	129
	Empowerment	129	129	129	129	129
	Teamwork	129	129	129	129	129
	Resource Mobilization	129	129	129	129	129
	Visionary Leadership	129	129	129	129	129

(Source: Researcher, 2020)

4.5 Correlation analysis

Correlation is the relationship between two or more things (person john, 2003). From the results in table 4.13 it is affirmed that all the five variables relate to one another. Reforms implementation is related to: Employee empowerment by 91%, team work by 93%, and resource mobilization by 93% and visionary leadership by 85%. Meanwhile, employee

empowerment is related to reforms implementation by 91%, team work by 80%, resource mobilization by 91% and visionary leadership by 87%. Team work is related to: Reform implementation by 83%, Employee empowerment, resource mobilization by 83% and visionary leadership by 77%. Resource mobilization is related to: Employee empowerment by 91%, reforms implementation by 93% team work by 83%, and visionary leadership by 88%. Lastly Visionary leadership is related to Employee empowerment by 87%, Reforms implementation by 85% team work by 77%, and lastly resource mobilization by 88%.

4.6 Regression Analysis

A regression analysis refers to statistical process that is used in determining or estimating relationship among variables. In this study the researcher conducted a multiple regression analysis in order to establish the relationship between the variables. The SPSS was used for coding, to enter and to compute measurements of the multiple regressions for the research. The coefficient of the determination describes the extent that changes in dependent variable which can be thereby be explained by change of independent variable or change of percentage of variance of dependent variable (Reforms implementation) which is described by four independent variables (Teamwork, Employee empowerment, Resource mobilization and visionary leadership).

Linear regression was performed based on this equation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where,

Y =Reform implementation;

β_0 = Constant, implementation when other factors are constant

β_1 = Beta coefficient of X_1 ;

β_2 = Beta coefficient of X_2 ;

β_3 = Beta coefficient of X_3 ;

β_4 = Beta coefficient of X_4 ;

X_1 =Empowerment;

X_2 = Teamwork;

X_3 = Resource Mobilization;

X_4 =Visionary Leadership;

Table 4:14 Regression model summary

Model Summary									
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.945 ^a	.893	.890	.428	.893	259.678	4	124	.000
a. Predictors: (Constant), Visionary Leadership, Teamwork, Empowerment, Resource Mobilization									

The researcher used a regression model to determine the statistical relationship between dependent variable and independent variable. For it to attest the relationship the main measures used include the R^2 Value, Regression coefficient (Beta) and ANOVA. The goodness of fit of the model was tested through the use of coefficient of determination (R^2). The R^2 measures the percentage or proportion of the total variation dependent variable explained in detail by independent variable. The R square value lies between 0 and 1 and if R square is zero then it shows there is a relationship between independent and dependent variable under study. From the results Adjusted R^2 was 0.890 while R^2 was 0.893 showing that only 89.3% of the variation in dependent variable is accounted for or predicted by the independent variables as represented by R^2 . Hence, this means that other practices that are not studied in this study add up to 10.7%. Probability of F distribution of $p=0.000$ show that we are 99.99% confident that the variables in the regression model are significant to reform implementation.

Table 4:15 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	190.596	4	47.649	259.678	.000 ^b
	Residual	22.753	124	.183		
	Total	213.349	128			
a. Dependent Variable: Reform implementation						
b. Predictors: (Constant), Leadership, Teamwork, Empowerment, Resource Mobilization						

Model test using ANOVA show that the level of significance of $p=0.000$ and $F=259.68$ indicate that the regression model is useful in predicting relationship. This is as shown in table 4.15.

Table 4:16 Regression Model coefficients

Coefficients										
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	.042	.104		.402	.689	-.165	.249			
Empowerment	.373	.088	.331	4.239	.000	.199	.547	.912	.356	.124
Teamwork	.127	.053	.129	2.396	.018	.022	.231	.828	.210	.070
Resource Mobilization	.640	.109	.496	5.880	.000	.425	.855	.930	.467	.172
Visionary Leadership	.038	.092	.027	.411	.682	-.145	.220	.852	.037	.012

a. Dependent Variable: Reform implementation

A multiple of regression analysis was conducted by the researcher so as to establish the relationship between reform implementation and employee empowerment, teamwork, resource mobilization and visionary leadership

The regression equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$) now becomes

$$Y = 0.042 + 0.373X_1 + 0.127X_2 + 0.640X_3 + 0.038X_4$$

t-statistics values of the coefficients show that Empowerment (t=4.23 at p=0.000) and resource mobilization (t=5.880, p=0.000) significantly affect reform implementation. It can be said with 99.99% confidence that Empowerment and resource mobilization affect reform implementation. At 95% confidence limit, reform implementation is significantly affected by

Empowerment, resource mobilization and teamwork ($t=2.396$ $p=0.018$). Visionary Leadership does not significantly affect reform implementation at 95% confidence level. The equation becomes as shown below, based on 95% confidence interval.

$$Y = 0.373X_1 + 0.127X_2 + 0.640X_3$$

It means that 1% change in empowerment results into 0.373% change in reform implementation if other factors are kept constant this is less than standard value of 0.5 denoting that employee empowerment is positively and statistical significantly related to reforms implementation. These findings are related to those of Kimathi (2011), who found out that employee empowerment affect the organizational structure and operations. The model also revealed that, 1% change in teamwork and resource mobilization will lead to 0.127% and 0.640% change in reform implementation, respectively. These results show that resource mobilization directly affect reform implementation, they are related to those of James (2018) who found out that availability of enough resources positively affect the effectiveness of projects carried out in organizations. The findings on team work and reforms implementation are in agreement with those of Kitonga (2013) who concluded that team work improves performance. On visionary leadership, the model showed that regression coefficient for the variable was 0.38 with a p-value of 0.682 which is higher than standard value of 0.05, implying that visionary leadership does not significantly affect reform implementation. Table 4.15 shows that all the studied factors except visionary leadership are strongly and positively correlated with each other. It means that any improvement in one factor is associated with any improvement in other factors and vice versa.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

From the analysis of data collected, the following discussions, conclusions and recommendations were made.

5.2 Summary

5.2.1 Employee Empowerment and Reforms Implementation in the National Police Service Divisions in Nairobi County.

The research found out that there was agreement that training improves productivity and performance in the National Police Service. It was also established that current mode of promotion in the National Police Service is not always founded on the principle performance and this is a boost to the institution and that their respondents had a general opinion that senior officers do not often delegate duties to their juniors. The results also show that the respondents were not sure whether or not the contemporary curriculum that has been adopted for police officer's training is highly sufficient and whether or not it has yielded a high degree of efficacy as regards to goals of the National Police Service. Respondents disagreed that current mode of promotion in the National Police Service is founded on the principle performance and that this practice demoralizes officers in the institution, deployment of officers by leaders is always not transparent. It was also found that transfers breed corruption and therefore do not foster implementation of reforms in the National Police Service.

From the regression analysis, any significant change in employee empowerment results to changes in reforms implementation.

5.2.2 Teamwork and Reforms Implementation in the National Police Service Divisions in Nairobi County.

Results show that respondents generally agreed that there is interdependence of employees in the National Police Service. The respondents also generally agreed that all officers in the National Police Service work towards achieving a common goal. However, the respondents were not sure whether or not every officer is in deep commitment to any decision or action in the group. There was general opinion that junior officers are not given room to make decisions and that they do not follow their hearts. The respondents also had general opinion that there is no open communication between police leaders and their juniors. It was evident that from the regression analysis that teamwork and reforms implementation are strongly and positively correlated, any form of change in teamwork results to change in reforms implementation.

5.2.3 Resource Mobilization and Reforms Implementation in the National Police Service

Results shows that the respondents had a general opinion that National Police Service does not have the right resources needed to in policing to ensure efficiency and effectiveness. It was also found that the respondents had opinion that police leaders normally do not usually make good use of financial resources set to support reforms and that there are inadequate police personnel in National Police Service. Findings also show that respondents felt that there are inadequate material resources in the National Police Service which will ensure that reforms implementation is successful. It was also found that the respondents believed that the equipment and tools in the National Police Service are not sufficient for their operations and that there are inadequate financial resources to fund the reform implementation. It was also evident that any change in reforms resource mobilization affects reform implementation.

5.2.4 Visionary Leadership and Reforms Implementation in the National Police Service

Results show that respondents had opinion that some of the characteristics that define leaders in the police service include courage, willingness to take relevant risks and daring. However, the respondents had general opinion that leaders in National Police Service do not encourage their juniors to always push through difficulties and setback. It also showed that there was general opinion that police leaders do not encourage their juniors to dream big and they value their imagination. There was also general respondent disagreement against opinion that National Police Service leaders believe in collaboration. Respondents believed that police leaders do not usually inspire officers to realize and release, to the best of their capacity, the uniqueness of their gifts and strengths as a methodology for guaranteeing innovation in the sector. Generally, police leadership practices negatively affect reforms implementation process in the National Police Service.

The research found out that generally, visionary leadership is not correlated with reforms implementation. From the regression analysis, the study showed that any change in visionary leadership does not affect reform implementation.

5.3 Conclusions

The study concluded that National Police Service should improve on their strategic leadership practices in order to foster implementation of reforms. The areas that require improvement include boosting visionary leadership. From the study, it is concluded that employee empowerment significantly affects the reforms implementation in the National Police Service. Any change in teamwork leads to change in reform implementation within the police service. It is also concluded that resource mobilization in the police service affects the process of reform implementation. Lastly, from the results of the study, it was concluded that the aspect of visionary leadership does not affect reform implementation in the National Police service.

5.4 Recommendations

From the research conclusions, following measures are recommended for substantive implementation of the reforms in the National Police Service:

The study found out that strategic leadership practices are significant in reforms implementation. Therefore, the study recommends that employee empowerment highly affects reforms implementation hence police leadership should adopt this strategy by empowering junior officers through training, promotions, delegation and transfers.

Teamwork was found to be statistically significant in reforms implementation. Police leaders in the National Police Service should to continue to support and enhance the use of teamwork within their juniors. This will result in efficiency and effectiveness in policing.

The police leadership must enhance in resource mobilization in order to improve in reforms implementation. The Kenyan government should work hand in hand with the police service to ensure that the right types of resources are acquired at the right time and purchased with the right price. From the findings, it is also recommended that National police service should implement the right strategic leadership practices in order to ensure successful police reforms implementation.

5.5 Area of further study

The research was restricted to strategic leadership practices and Reforms Implementation in the selected National police divisions within Nairobi City County. Future researchers should focus in critically analyzing factors affecting visionary s a strategy of leadership practice in Reforms implementation in the National Police divisions within Nairobi County.

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APPENDICES

Appendix A: Introductory letter

**AWINO TOPISTER,
P.O BOX 41271- 00100,
NAIROBI.**

Dear Respondents

**RE: STRATEGIC LEADERSHIP PRACTICES AND REFORM IMPLEMENTATION
IN THE SELECTED POLICE DIVISIONS, NAIROBI CITY COUNTY, KENYA.**

For a start, may I take this opportunity to express my sincere gratitude for your willingness to take part in this investigation that seeks to address the topic above. I am Topister Awino, a learner at Kenyatta University, pursuing a Master's Degree course in Business Administration. By virtue of you being a police leader, you have been selected for the study. The questionnaire that is attached herein focuses on an analysis of the strategic leadership practices and reforms implementation in the selected police Divisions, Nairobi City County, Kenya. It is my plea that you may create time to go through the questionnaire to completion, and kindly note that I will highly appreciate your genuine response. I assure you of a high degree of confidentiality, and that your information will only be used purposely for academic use, particularly for this research project.

Thank you in advance.

Yours faithfully,

Awino Topister

Business Administration Master's student at Kenyatta University.

Appendix B: Questionnaire

Questionnaire for selected Police Divisions in Nairobi County.

This questionnaire is being administered to analyze the strategic leadership practices and reforms implementation in the selected police Divisions, Nairobi City County, Kenya.

Please answer the questions with confidence since the information provided will be held with a great sense of confidentiality, and its use and review will be restricted to academic purposes only. Kindly avoid indicating your name in view of protecting your privacy and confidentiality, and also don't include any information that may lead to a revelation of your identity from the questionnaire.

Section 1: Characteristics of the Respondent Based on Demographics.

Please tick what is more applicable to you.

Which is your gender?

Male () Female ()

What is your level of education?

Diploma/ H/D ()

Other College Education ()

Degree ()

Postgraduate/PhD ()

Please circle the number in the box best describes the range in which your age falls

Range In Years Please Circle One

Below 20 Years 1

Between 21 to 30 Years 2

Between 31 and 40 Years 3

Between 41 and 50 Years 4

Over 51 Years 5

For how long have you served in the police department, as a leader? (Indicate by marking the bracket applicable)

Less a year [] 6-10 years []

1-5 years [] Over 10 years []

SECTION II

The scale of response adopted in this study is as given below:

Strongly Disagree

Disagree

Not sure

Agree

Strongly agree

Part 1: Employee Empowerment and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

Please give an indication of the extent to which you are in **Agreement** or **Disagreement** with every statement given below. (Select the category that is consistent with your response).

Appendix Part 1:

Table 5:1 Employee Empowerment and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

	Employee empowerment	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
		1	2	3	4	5
1	The contemporary curriculum that has been adopted for the training of police officers is highly sufficient and has yielded a high degree of efficacy as regards goals of the National					

	Police Service.					
2	The current mode of promotion in the National Police Service is founded on the principle performance and this is a boost to the institution.					
3	Senior officers often delegate duties to their juniors					
4	Deployment of officers by leaders is always transparent					
5	Transfers of National Police Service improve the service effectiveness.					
6	Promotions rely on mentoring relationship with someone higher in rank in the National Police Service					
7	Training improves productivity and performance in the National Police Service					
8	Deployment in National Police Service is done based on competence in a given field.					
9	Transfer in National Police Service do breed corruption					
10	Junior officers do take responsibility once they are delegated duties.					

Part 2: Teamwork and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

Please, by selecting the most relevant section of the table, give an indication of the level to which you are in **Agreement** or **Disagreement** with each of the statements listed below.

Appendix II Part 2:

Table 5:2 Teamwork and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

	Teamwork	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
		1	2	3	4	5
1	The SSO support the issue of teamwork in the National Police Service					
2	Officers in the National Police Service consult one another while on duty.					
3	Junior officers are given room to make decisions and follow their hearts.					
4	All officers in the National Police Service work towards achieving a common goal.					
5	There is interdependence of employees in the National Police Service					
6	There is an open communication between police leaders and their juniors					
7	Every police officer in the National Police Service has a deep commitment to any decision or action made in a group					
8	The service terms and conditions encourage creativity and innovation					

Part 3: Resource Mobilization and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

Please, by selecting the most relevant section of the table, give an indication of the level to which you are in **Agreement** or **Disagreement** with each of the statements listed below.

Appendix III Part 3:

Table 5:3 Resource Mobilization and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

	Resource mobilization	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
		1	2	3	4	5
1	National Police Service has the rights resources needed to in policing to ensure efficiency and effectiveness.					
2	Police leaders normally make good use of financial resources set to support reforms.					
3	There are enough police personnel in National Police Service					
4	There are enough material resources in the National Police Service which will ensure that reforms implementation is successful.					
5	The tools and equipment in the National Police Service are sufficient for their operations.					
6	There is enough financial resources to fund the reform implementation.					

Part 4: Visionary Leadership and reform implementation in the selected police Divisions, Nairobi City County, Kenya.

Please, by selecting the most relevant section of the table, give an indication of the level to which you are in **Agreement** or **Disagreement** with each of the statements listed below.

Appendix IV Part 4.

Table 5:4 : Visionary Leadership and reform implementation in the selected police Divisions, Nairobi City County, Kenya

	Visionary leadership	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
		1	2	3	4	5
1	Police leaders encourage their juniors to dream big and they value their imagination.					
2	Leaders in National Police Service encourage their juniors to always push through difficulties and setback.					
3	National Police Service leaders believe in collaboration since they inspire them to realize and release, to the best of their capacity, the uniqueness of their gifts and strengths as a methodology for guaranteeing innovation in the sector					
4	Some of the characteristics that define leaders in the police service include courage, willingness to take relevant risks and daring.					

Part 5: Reforms Implementation in the selected police Divisions, Nairobi City County, Kenya.

Please, by selecting the most relevant section of the table, give an indication of the level to which you are in **Agreement** or **Disagreement** with each of the statements listed below.

Appendix V Part 5:

Table 5:5 Reforms Implementation in the selected police Divisions, Nairobi City County, Kenya.

	Reforms implementation	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
		1	2	3	4	5
1	Community policing has created a better rapport between police the police departments and citizens of the land.					
2	The foundation upon which community policing if built has made it possible for the police departments in the country to work hand in hand with members of public with the goal of limiting the rate of crimes in the society.					
3	Service merging in the National police service created a sense of unity between Administration Police and Kenya police services.					
4	It is guaranteed that merging police departments will result in significant cost and resource savings that would in turn promote efficiency and efficacy in the police service.					
5	It is true that reforms implementation in the police service has improved the working conditions of the police service					
6	Introduction of police reforms improved the welfare of police officers.					
7	The National Police Service commission has improved the Human Resource					

	Management of the Police service.					
8	The advent of IPOA led to the reduction of the misconduct of police officers to members of public.					
9	IPOA ensures that there is fairness and effectiveness in police disciplinary processes.					

THANK YOU

Appendix C: Budget

Appendix C:

Table 6:1 Budget

s/no	Items/ Participants	Cost (Kshs)
1.	Typing services and printing of Research project (3 copies)	5000
	Research process	2500
	Research assistants	5000
	Transport	7000
	Meal	3500
	Airtime	2000
2.	Stationery	
	Photocopy papers	9500
	Writing papers	2500
	Binding papers	3000
	Other stationary	3000
3	Contingent funds	1500
Grand total		44,500