

**INTERNAL REFORM INITIATIVES AND PERFORMANCE OF NATIONAL POLICE
SERVICE IN NAIROBI COUNTY KENYA**

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

I hereby declare that this research project is my own original work and has never been submitted to any other university for any award.

Signed.....

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This research project has been submitted with my approval as the appointed University Supervisor.

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DEDICATION

I dedicate this research project to my family.

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ABBREVIATIONS AND ACRONYMS

APS	Administrative Police Service
DCI	Directorate of Criminal Investigation
DIG	Deputy Inspector General
DOI	Diffusion of Innovation
HCT	Human Capital Theory
ICT	Information Communication and Technology
ISO	International Organization for Standardization
KAM	Kenya Association of Manufacturers
KPS	Kenya Police Service
MERL	Monitoring, Evaluation, Reporting and Learning
NACOSTI	National Commission for Science, Technology and Innovation
NPS	National Police Service
RBV	Resource Based View
SPSS	Statistical Package for Social Science

OPERATIONAL DEFINITION OF TERMS

Innovation	Refers to the practical implementation of ideas that result in the introduction of new services or improvement in offering services. It will be measured in terms of service automation, ICT infrastructure and network infrastructure.
Internal initiative reform	Refers to the adoption of new steering models, new types of decisions, and new procedures at the national level
Organizational performance	Refers to involves comparison of a company's actual output with what it intended its output to be, i.e. its goals and objectives
Physical resource	Refer to tangible items that are necessary and available for a business to function. The measures of the variable will be maintenance, availability and quality.
Structural reform	Refers to the changes to the way the organization works. In this study it is measured in terms of decentralization, centralization and responsibility.
Training	Refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge. The measures of the variable will be empowerment, skill enhancement and knowledge acquisition.

ABSTRACT

Despite the enactment of several legislations supporting police reforms. There is still a very slow response to enforcing the legislations to the disadvantage of meaningful police reforms in Kenya. This raised questions as to the source of the problem as it may have been due to lack of goodwill from police officers and the ruling class or other factors that needed critical examination. Therefore, this study sought to investigate the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya. The specific focus of the study were to examine the influence of structural reforms, innovation, physical resources and training on the performance of national police service in Nairobi County Kenya. The study was guided by balance score card model, contingency theory, diffusion of innovation theory, resource based view theory and human capital theory. This study employed a descriptive research design. The unit of analysis was National Police Service headquarters in Nairobi City County, Kenya. The study comprised of 2883 respondents from 11 sub counties in Nairobi City County, Kenya. Stratified sampling method was used to group respondents into sub counties in order to ensure representativeness of all the cases. Simple random sampling method was used to select the respondents. The sample size was 351 respondents. Primary data was collected using questionnaires. 35 questionnaires were piloted to respondents from the National Police Service in Kiambu County, Kenya. Validity was measured by applying content, criterion and construct validity. Cronbach alpha test was used to check for reliability of the questionnaires whereby the alpha coefficient of Cronbach was calculated from the data collected from the pilot study to check a coefficient of correlation of the test results. The study data obtained quantitative data which was analysed using descriptive statistical analysis including mean and standard deviation. The study further carried out inferential statistics involving correlation analysis and multiple regression analysis to find out the extent to which variables influence each other. The results of the findings were presented in terms of tables and figures. The study found that structural reforms, innovation, physical resources and training had a positive and significant influence on the performance of national police service in Nairobi County Kenya. The study concluded that the structural reforms in an organization aim to tackle underlying problems of motivation and behaviour by addressing formal and informal operations of the organization. Innovation enables problem-solving and provides creative insight that allows the organizational management to look at things from a different perspective regardless of whether its introducing a new strategy or improving on an existing strategy. Physical resources enable employees work better and thus enable the organization to achieve a better performance, building on the assumption that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime. Trained employees will be able to make better and economical use of materials and equipment. A well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. The study recommended that reforming organizational structures requires looking at the structure of the organization and its operational systems to identify where decisions are taken and how the various components connect. The organization should make sure you keep the employees are kept aware of the strategies and challenges and invite their input and also empower the employees to make decisions and take action. The organization should provide adequate physical resources since employees require the appropriate physical resources to maintain high productivity levels in a company. The organization should make sure that the training content is educational and relevant to the employees' job descriptions and consider employees' suggestions by including them in the training process.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizational performance is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Senge, 2018). Skinner and Champion (2019) observe that performance serves as a significant predictor in organizational commitment and retention. When employees are satisfied with their job, they are more willing to provide service that exceeds customers' expectations and positively influence customers' attitude towards their service. In contrast, employees who are dissatisfied with their job are likely to have more occupational stress and be less productive.

Reforms depend mainly from the change management attitude in the system. Change management is an internal function which needs specific competences, which belongs to the organizational sphere (Welch & Wong, 2018). Osborne and Brown (2020) observe that since organizations constantly change, especially in a dynamic environment there is need for the organizational management needs not only to be able to design new public policies and strategies, new organizational structure, new managerial tools but especially being able to introduce and to develop them. Therefore, to design reforms or changes and to implement them effectively the management needs to assess their organization to evaluate what are its competences, key areas and weakness.

In the last twenty years, public sector reforms have attracted the interest and attention of policy makers, practitioners and academics around the world. These reforms have emanated from developed countries such as the United States of America, the United Kingdom, New Zealand

and Australia. The governments of these countries have embarked on reforming their public organisations in an attempt to improve economic growth through reduction of operating costs, while maintaining or improving the efficiency and effectiveness of services provided to citizens (Ogden, 2015; Dorsch & Yasin, 2018). Boston et al., (2020) argue that these reforms involve changes in structures, culture, functions and processes of the public organization's - changes such as reducing government funding to public organizations, corporatization, commercialization, privatization, performance contracts, improved financial management, private-sector styles of management, contracting and decentralization.

The idea that a lack of individual incentives is at the core of poor performance has been widely taken for granted by reformers working in and with civil services in Africa. Performance management policies to operationalize such incentive schemes have been at the core of many of the efforts at civil service reform that have taken place since the late 1980s (Tsamenyi, Onumah and Tetteh-Kumah, 2018). In Ghana, for example, Tankebe, J. (2020) observe that nearly every significant reform from 1987 to the present has emphasized the need to link individuals' performance to rewards and sanctions. This carrot-and-stick approach to improving performance is intuitive, but despite all these efforts to introduce the performance-linked pay, the continued demand for such systems suggests that past reforms have been less than successful. Therefore, for successful implementation of public sector reforms, it is important to view the reforms as a process rather than a one-time event and, therefore, continuity is critical.

Public sector reforms in Kenya have seen efforts directed towards cost-saving, enhancing efficiency, and improving productivity to ensure people-centred public service delivery and is a process and not a one-time event, prompting the need to identify and address emerging opportunities and prevailing challenges to facilitate successful implementation of reforms

(Cheung, 2017). Peters and Savoie (2018) observe that the reforms in Kenya evolved and culminated in the notion of re-engineering of the public sector in the context of public sector transformation, drawing on elements of what came to be known as New Public Management (NPM aimed at fostering a performance-oriented culture that seeks to revamp the process through which public organizations operate in order to increase efficiency, effectiveness and encompassing client-oriented, mission-driven and quality-enhanced management.

1.1.1 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance encompasses three specific areas of firm outcomes: performance (profits, return on assets and return on investment), product market performance such as sales, market share, and shareholder return (total shareholder return and economic value added (McCracken, McIlwain & Fottler, 2016). According to Kanter and Brinkerhoff (2019) many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such financial, customer, internal process, and learning and growth.

Performance of organization is defined as the accomplishment of a given task measured against preset standards of accuracy, completeness, cost effectiveness and efficiency. In other words, it refers to the degree to which an achievement is being or has been accomplished (Elena-Iuliana & Maria, 2016). Antony and Bhattacharyya (2020) observe that the recommended measures for financial analysis that determine a firm's performance are grouped into five broad categories: liquidity, solvency, profitability, repayment capacity and financial efficiency. Organizational performance is the ultimate dependent variable of interest for researchers concerned with just

about any area of management. This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals.

Organizational performance is the most important criterion in evaluating organizations, their actions, and environments. This importance is reflected in the pervasive use of organizational performance as a dependent variable (Aubry & Hobbs, 2019). Pallotti and Lomi (2019) indicate that organizational performance encompasses three specific areas of firm outcomes: performance, market sales and market share and shareholder return, organizational effectiveness is broader and captures organizational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation either by shareholders, managers or customers, such as reputation.

The determinants of organizational performance can, therefore, be classified as firm-specific, industry-specific, and macro environment-specific (Acar & Acar, 2019). Organizational performance measures can either be financial or non-financial. The non-financial measures are the abstract qualitative measures which Carmeli and Tishler (2020) contend that these measures give insufficient or incorrect perspective of an organization. Non-financial performance measures include; customer base and customer/employees satisfaction, branch network and meeting targets. Organizational performance in this study will be measured in terms of efficiency, effectiveness and customer satisfaction.

1.1.2 Internal Reform Initiatives

Tienari, Quack and Theobald (2019) observe that internal reforms initiatives helps an organization to improve to improve performance through productivity and skills improvement, individual performance and better understanding of what is needed in the current situation and

creates better environment and removes barriers to doing business. Therefore, the organizations have to ensure that their performance is in line with expectations. Implementing new organizational reforms in the context of public administration frequently entails adopting new steering models, new types of decisions, and new procedures at the national level. Therefore, it is important to recognize what kind of reforms are planned or decided, what organizations are responsible for steering the reforms. Therefore, internal reform initiatives in this study will be measured in terms of structural reforms, innovation, physical resources and training.

Structural reforms are concerned with the established pattern of formal relationships among various components or parts of the organization, the pattern of formal relationships and duties, the activities or tasks assigned to different departments and people in the organization (Graetz & Smith, 2018). Bhat and Kumar (2020) observe that environment is a contingency factor that affects organization structure as an organization tries to adapt itself to it. This reason has prompted many organizations irrespective of their size to move from a functional and divisional structure to more responsive structures in their quest to adapt themselves to the fast changing environment.

In recent years, innovation has been intertwined with the research and development activities. Businesses are always in need of innovation to develop and renew. By adapting innovative activities to businesses, businesses can work in a more organized way, and with the intra-organizational harmony, they can increase organizational performance (Baregheh, Rowley & Sambrook, 2019). Damanpour (2019) observe that innovation consists of successive processes. Before the starting point of these processes is determined, new ideas must be created as a result of the researches carried out. Inspiration and imagination are important factors in the emergence of new ideas in innovation. Therefore, as the sociability in the organization cannot occur by

itself, the managers should provide appropriate environments for organizational innovation activities.

The physical resources include tangible items that are necessary and available for a business to function. Physical resources are important for the functioning of the organization since without things like equipment and inventory it is difficult for the organization to function (Bevans, Fitzpatrick, Sanchez, Riley & Forrest, 2017). According to Chatterjee and Wernerfelt (2019) the importance of good physical resource management is to ensure the organization has the right physical resources at the right place in the right time, in order for its project to proceed as planned. Therefore, the acquisition of physical resources should be driven by the organization necessity and the organization needs to monitor factors which influence their use within the context of their specific delivery systems or services.

Employee training is a program that helps employees learn a new skill or gain new information in order to improve their productivity and effectiveness in their current organization or job role (Nda & Fard, 2015). Organizations with a robust training process, according to Jehanzeb and Bashir (2018), can retain more employees, see more profitability, and have more engaged staff. Furthermore, it assists the firm in avoiding the expenditures associated with talent loss. As a result, training is an essential component of change management. Employees should be given timely and suitable training in order to effectively bring about change and gain adaptable and buildable abilities.

1.1.3 National Police Service in Nairobi County

The creation of the National Police Service is provided for by the Constitution, the National Police Service Act 2011 and the National Police Service Commission Act 2011. In accordance with the provisions, the National Police Service consists of; the Kenya Police Service, the

Administrative Police Service and the Directorate Criminal Investigation. The National Police Service is under the independent command of the Inspector General. The Kenya Police Service (KPS), the Administrative Police Service (APS) and the Directorate of Criminal Investigation (DCI) are each headed by a Deputy Inspector General (DIG).

According to Article 244 of the Constitution, the objectives and functions of the National Police Service (NPS) include; strive for the highest standards of professionalism and discipline among its members, prevent corruption and promote and practice transparency and accountability, comply with constitution standards of human rights and fundamental freedoms and train staff to the highest possible standards of competence, integrity, respect for human rights, fundamental freedoms and dignity and foster and promote relationships with the broader society.

1.2 Statement of the Problem

Kenya's government has made a number of efforts to reform policing. However, the reforms are primarily focused on administrative and operational aspects, failing to address policy, legal, and institutional issues that are critical in professionalizing the force. Without major reforms in the sector, it may be impossible to provide security to the public. As a result, any reform effort should be interpreted broadly to include governance issues that the government faces in reforming the sector as a whole. The most unfortunate aspect is that the national police and other sectors of the country have long been characterized by impunity gazzete notice (GOK, 2020).

Police strategic reforms have been established. According to Nyongesa, (2013), out of the evolution of international terrorism, inadequate human resources, inadequate funding, inadequate modern security equipment, and change of Government rules and regulations, the reform strategy was visualized to enhance service delivery, public trust and cohesion with the police officers. However, this has not impacted positively on the performance of Kenya Police Service.

Currently, the reform strategy implementation in progress today is under the NPS 2019-2024 strategic plan. The strategic plan thematic reform areas are: stakeholder engagement, Monitoring, Evaluation, Reporting and Learning (MERL), performance management, awareness of the authority's mandate, resource mobilization, data management and human capital.

Despite the enactment of several legislations supporting police reforms, for example, the Constitution of Kenya 2010, the National Police Service Act of 2011, the Independent Police Oversight Authority and the National Police Service Commission Act not much appeared to have changed in Kenya's policing architecture (Amnesty International, 2013). There was a very slow response to enforcing the legislations to the disadvantage of meaningful police reforms in Kenya. This raised questions as to the source of the problem as it may have been due to lack of goodwill from police officers and the ruling class or other factors that needed critical examination.

A study by Chtalu (2017) examined the challenges related to police reforms in Kenya: a survey of Nairobi County, Kenya and revealed that implementation of new rank structure and vetting of police officers had become difficult to implement as required by the law. However, the study presented a contextual gap as it focused on a period between 2012 – 2016. Topister and Wambua (2020) study examined the strategic leadership practices and reforms implementation in selected national police divisions, Nairobi City County, Kenya and the findings indicate that police leaders played a very big role in reforms implementation. However, the study presented a methodological gap the respondents were purposively sampled. Polo (2021) study examined the effect of implementation of strategic reforms on national police service performance in Uasin Gishu County, Kenya and the capacity building and police restructuring had no significant influence on police performance. However, the study presented a contextual gap as it was done

in Nairobi County. Therefore, this study sought to investigate the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

- i. To examine the influence of structural reforms on the performance of national police service in Nairobi County Kenya.
- ii. To establish the influence of innovation on the performance of national police service in Nairobi County Kenya.
- iii. To determine the influence of physical resources on the performance of national police service in Nairobi County Kenya.
- iv. To find out the influence of training on the performance of national police service in Nairobi County Kenya.

1.4 Research Questions

This study sought answers to the following research questions:

- i. What is the influence of structural reforms on the performance of national police service in Nairobi County Kenya?
- ii. To what extent does innovation influence the performance of national police service in Nairobi County Kenya?
- iii. How do physical resources influence the performance of national police service in Nairobi County Kenya?

- iv. What is the relationship between training and the performance of national police service in Nairobi County Kenya?

1.5 Significance of the Study

The study would bring insight to the management of National Police Service in Kenya as they would be able to know how internal reform initiatives influence their performance and ways of improving its implementation. The study would enable the ministry of internal security and policy makers and other related security organs in obtaining knowledge in proper ways in managing internal reform initiatives towards effective national police service management and therefore obtain guidance from the findings of this study in designing appropriate policies that are appropriate to the Country security. The study would also add to the body of knowledge on strategic reform in the government sector and provoke research in this area by creating a gap.

1.6 Scope of the Study

This study was carried out at the National Police Service headquarters in Nairobi City County, Kenya. The internal reform initiatives were measured in terms of structural reforms, innovation, physical resources and training. The organizational performance was measured in terms of efficiency, effectiveness and customer satisfaction. The study used descriptive research design. The respondents were sampled using stratified sampling technique. Data was collected using questionnaires from all the police ranks within the County. Analysis of data was done using descriptive analysis and inferential statistics.

1.7 Limitations of the Study

Several limitations could arise during data collecting for the study, such as respondents' hesitancy to give required information on challenges faced in implementing internal reforms initiatives by the National Police Service in Kenya. To solve this, the researcher made it apparent

that the study is purely for academic purposes. Some respondents were unavailable when the researcher was administering and collecting the questionnaires, which could necessitate multiple visits to the respondents. This was solved by scheduling meetings with the respondents to meet them at their convenient time.

1.8 Organizations of the Study

The project is made up of five chapters. Chapter one highlights the background to the study, statement problem, objectives of the study, research questions, significance of the study, scope of the study and limitations of the study. Chapter two provides theoretical framework, empirical review, summary of literature reviewed and research gaps and conceptual framework. Chapter three comprises of the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and presentation and ethical concerns. Chapter four comprises of research findings and discussions. Chapter five covers the summary, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical review, empirical review, summary of the literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review

This section covers a review of theories that will be used to guide the study. These theories include: Balance score card model, Resource based theory, human capital theory and contingency theory.

2.2.1 Balance Score Card Model

Kaplan and Norton (1996) The Balance Score Card Model is a performance management framework where daily activities are tied to strategies. Provides a complete business idea based on the company's objectives. According to Kaplan and Norton (1996), the concept of a balance sheet card provides a powerful way to translate a company's strategy and vision into a tool for effectively communicating strategic objectives and driving performance against established strategic objectives. It is a management system that allows an organization's strategy and vision to be defined and interpreted by actions. According to Malina and Selto (2015), the balance points card integrates operational measures by looking at the company's strategic vision in four perspectives: internal business processes, learning and innovation, customers, and finance.

Organizations utilize balance score cards to align their business activities with their strategy and vision, which makes this approach relevant. It assesses an organization's existing and future financial and operational performance. Any organization's ability to design and change its strategy in order to achieve its objectives is it depends on its unique and flexible interaction with the internal and external environment. As a result, management must effectively and efficiently

monitor and assess the elements of both non-financial and financial businesses. This theory backs up the variable of organizational performance.

2.2.2 Contingency Theory

Contingency theory is based on the original works of Burns and Stalker (1961) and was later amplified by Lawrence and Lorsch (1967), who emphasized the need to examine the role of contingencies or situations on organizations and their behaviour. The theory argues that organizations have to be integrated and differentiated to an extent of optimality, contingent upon the level of environmental uncertainty. Lawrence and Lorsch (1967) also argue that the essence of contingency theory is that best practices depend on the contingencies of the situation and thus helps analyze situations and determine what variables influence the strategic decisions. Contingency theory posits that organizational effectiveness is achieved by matching organizational structure to contingencies.

Morton and Hu (2014) observe that the contingency theory underscores the role of strategic alignment which enhances the fit between an organization strategic priorities and its environment, which in turn leads to support organizational performance. The underlying construct of strategic fit is fundamental as it leads to a higher level of organizational consensus associated with improved coordination and cooperation in the strategy and ultimately with organizational performance. It is imperative to note that effectiveness in contingency theory has a wide range of meaning that includes, but is not limited to, efficiency, profitability worker satisfaction and ultimately culminating better firm performance. This study holds the proposition that organizations largely depend on the fit between organizational structure and contingencies. Hence, good structural co-alignment matched with prudent strategic choice and successful implementation usually leads to superior performance. In the currents study, the use of

contingency theory is an endeavour to explain how organizational structure influences organizational performance. The theory is explains the structural reforms variable.

2.2.3 Diffusion of Innovation Theory

The Diffusion of Innovation (DOI) theory, proposed by Rogers in 1971, is a theory that explains why and how new ideas or technologies reach out to people or organizations in the social system. The DOI theory, which is based on psychological and social theory, is most likely the most widely used theory of the discovery of ICT inventions. Rogers (1971) describes the dissemination of new things as a process in which naming is passed over time between members of a social system through communication channels. Acceptance, according to DOI, is the acceptance of new inventions in five categories: information, persuasion, decision, implementation, and verification.

According to the DOI, considered factors for new inventions, such as related benefits, compliance, complexity, duplication, and visibility, determine whether new inventions are accepted or rejected (Lin, 2013). According to Irani, Ahmad, Amer, Qutaifan, and Alhilali (2013), the communication flow pattern determines the pattern acquired by all members of the social system that embraces DOI thinking. Users with good experience may use new technologies. The adoption of technology enables organizations to create their own existing structures in order to effectively deliver services. The principles of this theory suggest that the proliferation of technology in one area contributes to the adoption of new related innovations using existing systems. This theory explains the innovation variable.

2.2.4 Resource Based View Theory

The theory of Resource Based View (RBV) theory was first introduced by Wernerfelt (1984) who argued that the internal resources can determine the organizational success. These resources

can be either intangible or tangible assets, or capabilities such as accumulated skills and knowledge. Wernerfelt (1984) further observe that the RBV conceptualizes the firm as a set of resources, where many resources differ in their importance in creating an added value for a firm. In addition, the firm's resources are the firm's reputation employees', knowledge and skills, brand names, and the capital equipment. Moreover, the firm's resources are the most important factors for achieving sustainable competitive advantage. Therefore, the main competitive advantage's sources to accomplish superior performance are rare, valuable, and incomparable resources of the firm. These types of resources are considered as the intangible strategic resources of the firm.

Barney (1991) observes that RBV theory underlines on the match between the organizational capabilities and the available opportunities. Therefore, the mechanism of RBV is to take into account the full use of available resources in the firm to build the core competencies for obtaining and sustaining competitive advantage. Therefore, organizations should establish the link between internal capabilities and external environment to achieve the desired competitive strategic situation that improves their performance. The theory explains the physical resource variable.

2.2.5 Human Capital Theory

This study will be guided by Human Capital Theory (HCT) which was developed by Schultz in 1961 and provides a perspective that value addition by people within an organization can contribute to better firm employee performance. Human capital theory regards people as assets and not a cost within an organization. Human capital, represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinct character. The HCT emphasizes the added value that people can contribute to an

organization. Boxall (1996) refers to this situation as one that confers ‘human capital advantage.’ Human capital is an intangible asset it is not owned by the firm that employs it. Despite the lack of formal ownership of human capital, firms can and do gain from high levels of employee training and knowledge of their employees through strategies like creation learning corporate cultures or vocabulary terms to create cohesion.

This theory is relevant to the study because human capital is considered as a key element in improving the assets of an organization. Therefore, internally, an organization needs an efficient management of human resources to find and retain the most suitable and efficient people which will increase productivity and face the increased acting global competition. The theory rests on the assumption that training and development is highly instrumental and necessary to improve the productivity of employee towards better organizational performance. This theory is used to explain training variable.

2.3 Empirical Review

This section discusses empirical studies that were done by other scholars in relation the present study variables. They presented as follows:

2.3.1 Structural Reforms and Performance

Ogbo, Chibueze, Christopher and Anthony (2015) study examined the impact of structural reforms on organizational performance of selected technical and service firms in Nigeria. The study was conducted using the survey approach. The geographical scope of study was Innoson Nigeria Ltd, and Etisalat, Enugu Regional Office. Two sources of data were utilised in the study: they included primary and secondary sources. The primary source was the administration of copies of designed questionnaire to a total of eighty (80) respondents that made up the sample for the study. The findings revealed that decentralization enhanced better and more informed

decision making in technical and service firms in Nigeria. However, the study used a survey approach.

Estalak (2017) study focused on the impact of structural on organizational efficiency in industrial units. Sample of the study includes Personnel employed in industrial units of Kerman and Hormozgan provinces that using on random sampling and Morgan table. Sample size of 384 was obtained and data obtained from the field was analyzed using correlation coefficient and linear regression. The findings showed that there is significant relationship between efficiency in industrial units with organizational structure and its components including complexity, formality and concentration. However, the study context was the industrial units.

Onono (2018) study examined the impact of organizational structure on performance at General Electric Africa. A descriptive research design was used in this study. The target population was 290 employees at General Electric in the Sub Sahara Africa region. Structured questionnaire was used to collect quantitative data. Data was analyzed using descriptive statistics. The study conducted Pearson correlation to establish the relationship between organizational structure and performance, results revealed that there was a strong and positive relationship between organizational structure and performance. However, the study was focused on performance of General Electric Africa.

2.3.2 Innovation and Performance

Momanyi, Grace and Nyaboga (2020) study examined the influence of innovation strategies on organizational performance of Tea Processing Firms in Kenya. The target population was 1509 respondents. The study relied on primary data and questionnaires were .The descriptive survey design was adopted with a response rate of 79.4%, and adopted a stratified sampling technique. The sample size of the study was 403 respondents. Data was analyzed using descriptive and

inferential statistical techniques. The study results showed that there was a strong positive, significant effect of innovation strategy and on organizational performance. However, the study focused on the performance of Tea Processing Firms in Kenya.

Alosani, Yusoff and Al-Dhaafri (2020) study investigated the effect of innovation and strategic planning on enhancing organizational performance of Dubai Police. The data were collected from the general department of total quality of the Dubai Police. The total number of questionnaires distributed was 150, out of which only 95 usable questionnaires were returned and ready for analysis. The regression approach through SPSS was used to analyze the data and test the hypotheses. The statistical results confirm the effect of strategic planning and innovation on the organizational performance of Dubai Police. However, the study used cross-sectional research design thus presenting a methodological gap.

Kiptoo and Koech (2019) study investigated the effect of strategic innovations on organizational performance. The study adopted descriptive survey design. The target population of the study comprised 105 staff of manufacturing firms in Kwale County. For this study, data was collected using structured questionnaires based on the research questions. Data analysis was done with the help of Statistical Package for Social Science (SPSS) version 23. Descriptive statistics included mean and standard deviations, while inferential statistical analysis used included correlations, and multiple regression analysis. The study findings established that it has a positive and insignificant relationship with the performance of manufacturing firms. However, the study focused on manufacturing firms in Kwale County.

2.3.3 Physical Resources and Performance

Murimi, Ombaka and Muchiri (2019) study investigated the influence of strategic physical resources on performance of small and medium manufacturing enterprises in Kenya. The

population for the study comprised of the management staff of the 350 small and medium manufacturing enterprises registered by the Kenya Association of Manufacturers (KAM) where a sample of 183 participants was chosen using stratified sampling method. The study tested for content validity as well as reliability using internal consistency of the questionnaire using Cronbach alpha coefficient. Data analysis was conducted using descriptive statistics and regression analysis to conclude that physical resources have a significant influence on performance of small and medium manufacturing enterprises in Kenya. However, the study focused on small and medium manufacturing enterprises in Kenya.

Njagi, Muathe and Muchemi (2018) study examined the influence of physical resources on the performance of public health institutions in Embu County, Kenya. The study used explanatory and descriptive research designs and targeted 550 employees and 769 outpatients drawn from all the five public hospitals in Embu County. The sample size comprised of 165 employees and 232 outpatients. Data was collected using semi-structured questionnaires and an interview guide. Quantitative data were analysed using descriptive and inferential statistics, while content analysis was used to analyse qualitative data. The findings of the study established that there was a positive and a statistically significant effect of financial and physical resources on the performance of public health institutions. However, the study focused on public health institutions in Embu County, Kenya.

Mbeche, Wainaina and Njihia (2018) study examined the influence of physical resources on performance of ISO Certified organizations in Kenya. A cross-sectional research survey design was adopted. Primary data was collected from a sample of 282 ISO certified organisations by use of a questionnaire, and secondary data was obtained from financial statements of 27 ISO certified organizations sampled. Descriptive statistics was used to analyze proportions of the

variables and multiple regression model was used to estimate the effect of organizational resources on the performance of ISO certified organizations. The findings show that physical resources had a positive and significant influence on performance. However, the study used a cross-sectional research survey design.

2.3.4 Training and Performance

A study by Butali and Njoroge (2017) evaluated the influence of training on organizational performance: The moderating effect of organizational commitment. Descriptive survey design was adopted in the study. The study population was all the 5866 employees in the three companies. The findings of the study were that training and development had a significant effect on organizational performance. The study further showed that affective commitment, continuance commitment and normative commitment moderated the relationship between training and development and organizational performance. However, the respondents were selected using purposive method.

Weru, Iravo and Sakwa (2013) study investigated the relationship between training on performance of state owned corporations. The study adopted an Explanatory research design. The target population was 232 human resource managers from which a sample of 142 respondents was selected. The research tool was a questionnaire. Correlation coefficients were calculated for initial exploration of the relationships between variables. The findings established a positive correlation between training and development and organizational performance. However, the study adopted an explanatory research design.

Ali and Ngui (2019) study examined the effect of employee training on organizational performance in the building and construction sector in Kenya: A Case Study of Tile and Carpet Centre. This study applied descriptive studies design. The target population of the study was

derived from the employees of Tile and Carpet Centre. The study employed stratified random sampling technique in coming up with a sample size of respondents. The quantitative data collected was analyzed through the use descriptive and inferential statistics. The results indicate that there is significant relationship between employee training and organizational performance. However, the study focused on building and construction sector in Kenya.

2.4 Summary of Literature Reviewed and Research Gaps

The empirical review highlights studies that have been carried related on the influence structural reforms, innovation, physical resources and training influences organizational performance by various authors under different contextual and methodological aspects. Given in Table 2.1 is a description of a summary of the literature reviewed the gap left out and how the gap will be addressed.

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author	Focus of the Study	Findings	Research gap	Focus of the current study
Ogbo <i>et al.</i> (2015)	Impact of structural reforms on organizational performance	Decentralization enhanced better and more informed decision making in technical and service firms in Nigeria	The study used a survey approach	The study used descriptive research design
Estalak (2017)	Impact of structural on organizational efficiency in industrial units	There is significant relationship between efficiency in industrial units with	The study context was the industrial units	The study context was National Police Service

		organization al structure and its components including complexity, formality and concentratio n		
Onono (2018)	Organizational structure on performance at General Electric Africa	There was a strong and positive relationship between organizational structure and performance	The study was focused on performance of General Electric Africa.	The study focused on the performance of National Police Service
Momanyi <i>et al.</i> (2020)	Innovation strategies on organizational performance	There was a strong positive, significant effect of innovation strategy and on organizational performance	The study focused on the performance of Tea Processing Firms in Kenya	The study focused on the performance of National Police Service
Alosani <i>et al.</i> (2020)	Effect of innovation and strategic planning on enhancing organizational performance of Dubai Police	The statistical results confirm the effect of strategic planning and innovation on the organizational performance of Dubai Police	The study used cross-sectional research design thus presenting a methodological gap	The study used descriptive research design
Kiptoo and	Effect of	Positive and	The study	The study

Koech (2019)	strategic innovations on organizational performance	insignificant relationship with the performance of manufacturing firms	focused on manufacturing firms in Kwale County	focused on the performance of National Police Service
Murimi <i>et al.</i> (2019)	Influence of strategic physical resources on performance	Physical resources have a significant influence on performance of small and medium manufacturing enterprises in Kenya	The study focused on small and medium manufacturing enterprises in Kenya	The study focused on the performance of National Police Service
Njagi <i>et al.</i> (2018)	The influence of physical resources on the performance of public health institutions in Embu County, Kenya	There was a positive and a statistically significant effect of financial and physical resources on the performance of public health institutions	The study focused on public health institutions in Embu County, Kenya.	The study focused on the performance of National Police Service
Mbeche <i>et al.</i> (2018)	Influence of physical resources on performance of ISO Certified organizations in Kenya	Physical resources had a positive and significant influence on performance	The study used a cross-sectional research survey design	The study used descriptive research design
Butali and Njoroge (2017)	Training and development on organizational performance	Training and development had a significant	The respondents were selected using purposive	The respondents were selected using stratified

		effect on organizational performance	method	sampling method
Weru <i>et al.</i> (2013)	Relationship between training and development on performance of state owned corporations	A positive correlation between training and development and organizational performance	The study adopted an Explanatory research design	The study adopted descriptive research design
Ali and Ngui (2019)	Effect of employee training on organizational performance	There is significant relationship between employee training and organizational performance	The study focused on building and construction sector in Kenya	The study focused on the performance of National Police Service

Source: Researcher (2023)

2.5 Conceptual Framework

Independent Variables

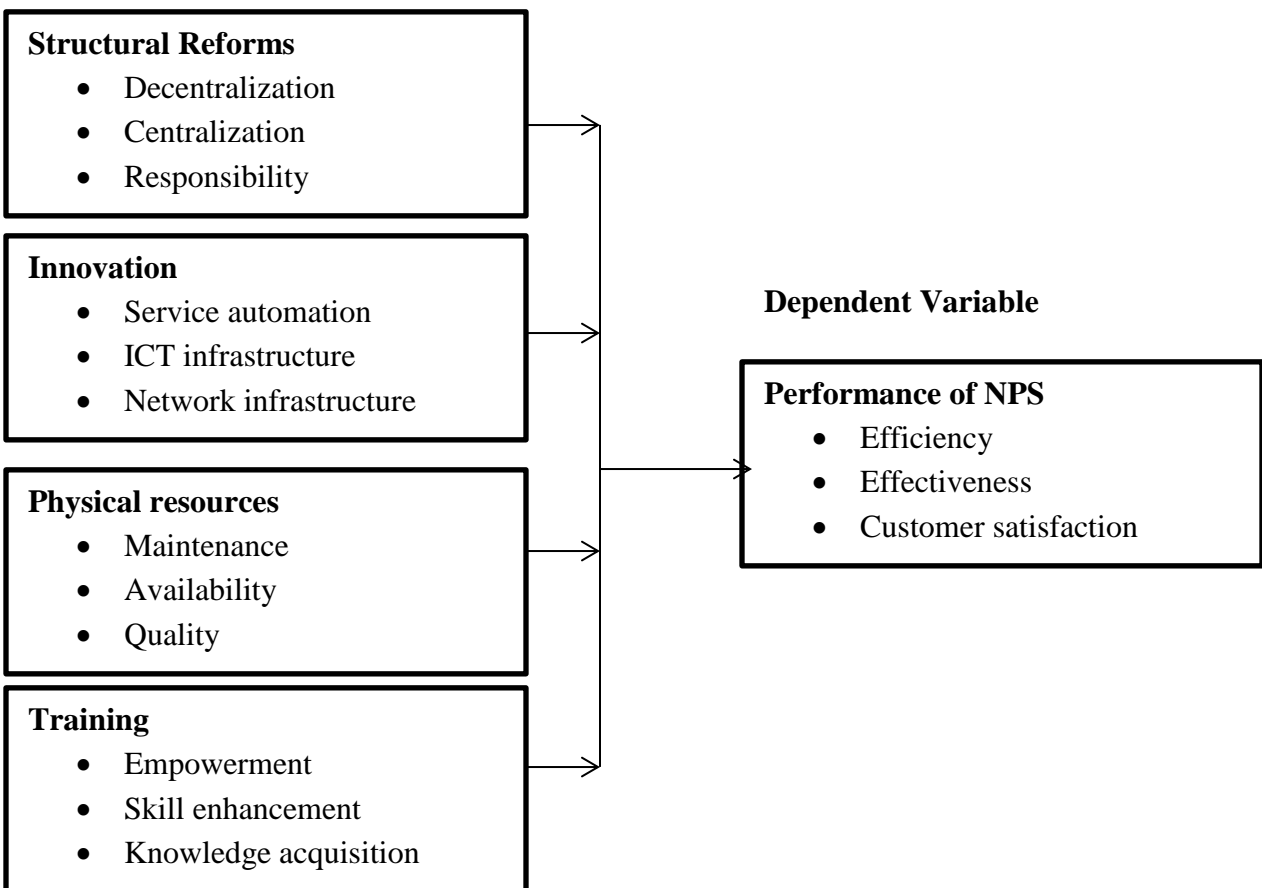


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

Figure 2.1 shows the relationship between variables in which the independent variables include; structural reforms, innovation, physical resources and training. The dependent variable is the performance of NPS.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection techniques, data analysis and ethical issues.

3.2 Research Design

This study employed a descriptive research design. Descriptive research design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Saunders, Lewis & Thornhill, 2011). The design is amongst most widely used non-experimental research designs across disciplines to collect large amounts of survey data from a representative sample of individuals sampled from the targeted population. A descriptive research design involves a field survey where subjects are observed in their natural set ups without manipulation of the environment. Therefore, the study was guided by descriptive research design by soliciting data from the respondents and analyzing it as per the respondents' perspective.

3.3 Target Population

Mugenda and Mugenda (2003) describe a population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The unit of analysis National Police Service headquarters in Nairobi City County, Kenya. The study comprise of 2883 respondents from 11 sub counties in Nairobi City County, Kenya. This is illustrated in Table 3.1.

Table 3.1: Target Population

Sub-County	Population
Central sub county	404
Kilimani sub county	238
Embakasi sub county	581
Lang'ata sub county	177
Dagorreti sub county	121
Buru Buru sub county	327
Makandara sub county	270
Starehe sub county	315
Maharani sub county	175
Gigiri sub county	169
Kayole sub county	106
Total	2883

Source: National Police Service, HRMIS (2022)

3.4 Sampling Design and Sample Size

According to Kombo and Tromp (2006), sampling design refers to how cases are to be selected for observation. It provides a detailed explanation of the subjects to be involved in investigation and how these are to be selected from the target group. Stratified sampling method was used to group respondents into sub counties in order to ensure representativeness of all the cases. Simple random sampling method was used to select the respondents.

The study used a sample size formula by Taro Yamane (1967) assuming an error term of 5%.

$$n = \frac{N}{1 + N(e)^2} = \frac{2883}{1 + 2883(0.05)^2} = 351$$

Therefore, the sample size was 351 respondents which represents 12.2% of the total population.

The determination of the sample size using a factor of 0.121(12.2%) is described in Table 3.2.

Table 3.2: Sample Size

Sub-County	Population	Factor	Sample Size
Central sub county	404	0.121	49
Kilimani sub county	238	0.121	29
Embakasi sub county	581	0.121	71
Lang'ata sub county	177	0.121	21
Dagorreti sub county	121	0.121	15
Buru Buru sub county	327	0.121	40
Makandara sub county	270	0.121	33
Starehe sub county	315	0.121	39
Maharani sub county	175	0.121	21
Gigiri sub county	169	0.121	20
Kayole sub county	106	0.121	13
Total	2883	0.121	351

Source: Researcher (2023)

3.5 Data Collection Instruments

Primary data was collected using questionnaires. The use of questionnaires was possible because the sampled respondents are considered to understand that study questions which minimizes interpretations of the questions thus making it cheaper and faster to collect data. The questionnaires were divided into different sections covering the objectives of the study. Likert scale was used to allow the respondents to express their level of agreement to listed questions pertaining to each study objective. Questionnaires were administered to all the respondents.

3.6 Pilot Study

Pilot study is a small test involving a small number of respondents to assist the researcher in checking for the quality of the questionnaires and identify any weaknesses before going for the final data collection process (Orodho, 2005). Mugenda and Mugenda (2003) indicate that pilot

study is made up of 10% of the total population that have similar attributes, Therefore, 35 questionnaires were piloted to respondents from the National Police Service in Kiambu County, Kenya.

3.6.1 Validity of Research Instruments

Validity test involves checking whether the data collection instrument will give data regarding the intended objective of the study (Orodho, 2005). There are three types of validity; content, criterion and construct validity. Content validity refers to the extent to which the items on a test are fairly representative of the entire domain the test seeks to measure. In this study, content validity was evaluated by involving the supervisor as the research expert to rate the questionnaire items based on their relevance and representativeness to the content domain. To produce valid results, the content of the questionnaires will be ensured that it covers all relevant parts of the subject it aims to measure.

Criterion validity measures how well one measure predicts an outcome for another measure. If there is a high correlation, this gives a good indication that the test will measure what it intends to measure. Construct validity involves the assessment of the degree to which a measure correctly measures its targeted variable. Evaluation of construct validity requires that the correlations of the measure be examined in regard to variables that are known to be related to the construct. The questionnaire included only relevant questions that measure known indicators of the variables.

3.6.2 Reliability of Research Instruments

In order to test the internal consistency of the questionnaire, reliability as outlined by Yasin, Yunus, Rus, Ahmad and Rahim (2015) will be carried out. Cronbach alpha test was used to check for reliability of the questionnaires whereby the alpha coefficient of Cronbach was

calculated from the data collected from the pilot study to check a coefficient of correlation of the test results. Mugenda and Mugenda (2003) indicate that test scores range from 0 to 1 and if the test score is nearer to 1 show that the instrument is more reliable. This study therefore target a minimum of 0.7 alpha correlation coefficient as presented in Table 3.3.

Table 3.3: Reliability Test Results

Variable	Alpha Value	Remarks
Structural reforms	0.823	Reliable
Innovation	0.796	Reliable
Physical resources	0.716	Reliable
Training	0.811	Reliable
Organizational performance	0.799	Reliable
Aggregate score	0.789	Reliable

Source: Pilot Study (2023)

Table 3.3 indicates the 0.7 threshold was met by all the variables while the overall reliability was 0.789 which was evidence that the questionnaires were reliable as recommended by Mugenda and Mugenda (2003).

3.7 Data Collection Procedure

The researcher acquired research approval letter from the university a permit from the National Commission for Science, Technology and Innovation (NACOSTI) before proceeding to the study area. The administration of NPS was contacted to seek permission to carry out the study. The researcher administered questionnaires to the respondents and at the same time explained the study purpose. To ensure high response rate the respondents were notified the date of collecting the questionnaires and one of the respondents was appointed and given the responsibility of reminding the other respondents on the importance of filling the questionnaires.

3.8 Data Analysis and Presentation

The study data was obtained quantitative data which was analysed using descriptive statistical analysis including mean and standard deviation. The results of the findings were presented in terms of tables and figures using Statistical Package for Social Sciences (SPSS) version 20.0. The study further carried out inferential statistics involving correlation analysis and multiple regression analysis to find out the extent to which variables influence each other.

The regression equation followed the following form:

The regression equation was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby Y = Performance of National Police Service

X_1 = Structural reforms

X_2 = Innovation

X_3 = Physical resources

X_4 = Training

$\beta_1 - \beta_4$ = Coefficients of determination

ε = Error term

3.9 Ethical Considerations

In order to maintain ethics in the research process, the respondents were assured that no private information would be disclosed to a third party and that his or her particular identity would not be revealed in any way by the researcher. Furthermore, in written or other communication, no identifying information about the individual or the department would be given. Respondents were asked to participate in the study after being informed of the study's objective and assured that no third parties would have access to the information they provide to the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the analysis of data collected from the field based on the response rate, background information of the respondents, descriptive statistics and inferential statistics that include; correlation analysis and regression analysis.

4.2 Response Rate

The questionnaires were administered to a sample of 351 respondents and the return rate is shown in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	342	97.4
Non- response	9	2.6
Total	351	100

Source: Survey Data (2022)

4.3 Background Information

The study sought to establish the background information of the respondents based on gender, age, education level attained and work experience. The findings are presented as follows;

4.1.1 Respondent's Gender

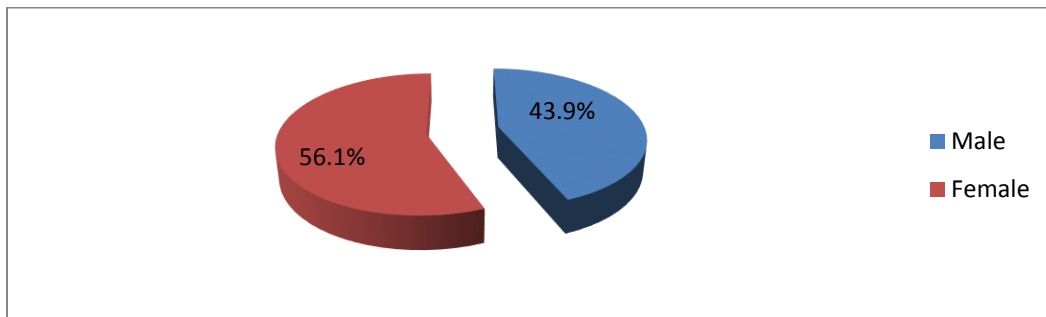


Figure 4.1: Respondent's Gender

Source: Survey Data (2022)

The study found that as given in Figure 2.1, majority of the respondents were female respondents as indicated by 56.1% while male respondents accounted for 43.9%. Gender of the respondents was necessary to show a true representative of both men and women in the study.

4.1.2 Respondent’s Age

Table 4.2: Respondents’ Age

Years	Frequency	Percentage
Less than 25	32	9.4
25 to 34	102	29.8
35 to 44	123	35.9
45 and above	85	24.9
Total	342	100

Source: Survey Data (2022)

The results in Table 4.2 shows that most of the respondents were aged between 35 to 44 years as represented by 35.9%, 29.8% aged between 25 to 34 years, 24.9% aged years and above and 9.4% aged less than 25 years. This is an indicator that those respondents involved cut across all ages. This was beneficial to the study because new employees can bring a fresh perspective and a distinct way of thinking to the institution, whereas elderly employees can draw on both professional and personal experiences leading to better organizational performance.

4.1.3 Respondent’s Highest Level of Education

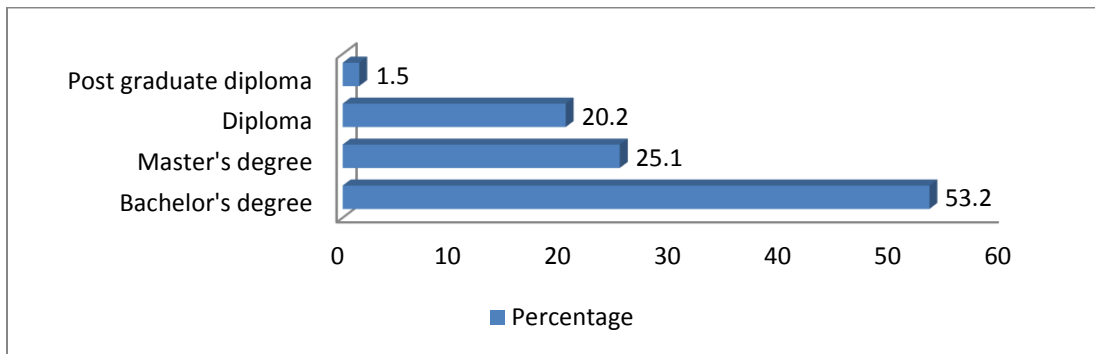


Figure 4.1: Respondent’s Gender

Source: Survey Data (2022)

The findings in Figure 4.2 show that most of the respondents had attained a bachelors degree level of education as represented by 53.2%, 25.1% Master’s degree, 20.2% had a diploma and 1.5% had a post graduate diploma. The level of education of the respondents was found to be high with majority having a bachelor’s degree and therefore, the study was able to collect rich data as the respondents had adequate knowledge on how internal reform initiatives had an influence on the performance of national police service in Nairobi County Kenya.

4.1.4 Respondent’s Work Experience

Table 4.3: Respondents’ Work Experience

Years	Frequency	Percentage
Less than 5	29	8.5
5 to 9	139	40.6
10 to 15	101	29.5
Above 15	73	21.3
Total	342	100

Source: Survey Data (2022)

The study established from Table 4.3 that majority (40.6%) of the respondents had a work experience of 5 to 9 years, 29.5% between 10 to 15 years, 21.3% of more than 15 years and 8.5% less than 5 years. This was an indicator that the respondents had a diverse work experience meaning that the respondents had better understanding on how internal reform initiatives had an influence on the performance of national police service in Nairobi County Kenya.

4.4 Results of Descriptive Analysis

Descriptive statistics in terms of Mean (M) and Standard Deviation (SD) generated using Statistical Package for Social Sciences (SPSS) were used in analysing quantitative data. The results are presented in the sections that follow:

4.4.1 Structural Reforms

The respondents were given a list of statements to rate their level of agreement concerning how structural reforms influence performance. The results are presented in Table 4.4.

Table 4.4: Structural Reforms

Statements	M	SD
Decentralization has provided a greater division of responsibility	3.56	1.439
Decentralization has led to improved decision making process	4.43	0.567
Centralization has minimized office and administrative costs	3.81	1.190
Centralization has led to a clear lines of communication	4.52	0.477
Responsibility has increased efficiency of the work performed by employees	4.47	0.526
Assigning subordinates responsibility over a task has helped junior staff members to grow	4.58	0.418

Source: Survey Data (2022)

The results as presented in Table 4.4 shows that the respondents strongly agreed on the statements that; Assigning subordinates responsibility over a task has helped junior staff members to grow (M=4.58, SD=0.418) and that centralization has led to a clear lines of communication (M=4.52, SD=0.477). The findings agree with Ogbo, Chibueze, Christopher and Anthony (2015) study which examined the impact of structural reforms on organizational performance of selected technical and service firms in Nigeria. The findings revealed that decentralization enhanced better and more informed decision making in technical and service firms in Nigeria.

The respondents agreed on the statements that; responsibility has increased efficiency of the work performed by employees (M=4.47, SD=0.526), decentralization has led to improved decision making process (M=4.43, SD=0.567), centralization has minimized office and administrative costs (M=3.81, SD=1.190) and that decentralization has provided a greater division of responsibility (M=3.56, SD=1.439). The results concur with Estalak (2017) study

which focused on the impact of structural on organizational efficiency in industrial units. The findings showed that there is significant relationship between efficiency in industrial units with organizational structure and its components including complexity, formality and concentration.

4.4.2 Innovation

The respondents were given a list of statements to rate their level of agreement concerning how innovation influence performance. The results are presented in Table 4.5.

Table 4.5: Innovation

Statements	M	SD
Service automation has improved customer satisfaction	3.61	1.388
Service automation has led to the optimization of activities and even promoted cost savings.	4.55	0.446
ICT infrastructure has led to better work efficiency and data tracking.	3.99	1.010
ICT infrastructure has led to greater accessibility of data and collaboration among stakeholders	4.53	0.467
Network infrastructure has provided the communication path and services between users	4.60	0.400
Network infrastructure has led to the minimization of downtime and ensured that productivity remains as consistent as possible	4.41	0.588

Source: Survey Data (2022)

The results as presented in Table 4.5 shows that the respondents strongly agreed on the statements that; network infrastructure has provided the communication path and services between users (M=4.60, SD=0.400), service automation has led to the optimization of activities and even promoted cost savings (M=4.55, SD=0.446) and that ICT infrastructure has led to greater accessibility of data and collaboration among stakeholders (M=4.53, SD=0.467). The results agree with Momanyi, Grace and Nyaboga (2020) study which examined the influence of innovation strategies on organizational performance of Tea Processing Firms in Kenya. The

study results showed that there was a strong positive, significant effect of innovation strategy and on organizational performance.

The respondents agreed on the statements that; Network infrastructure has led to the minimization of downtime and ensured that productivity remains as consistent as possible (M=4.41, SD=0.588), ICT infrastructure has led to better work efficiency and data tracking (M=3.99, SD=1.010) and that service automation has improved customer satisfaction (M=3.61, SD=1.388). The findings concur with Alosani, Yusoff and Al-Dhaafri (2020) study which investigated the effect of innovation and strategic planning on enhancing organizational performance of Dubai Police. The statistical results confirm the effect of strategic planning and innovation on the organizational performance of Dubai Police.

4.4.3 Physical Resources

The respondents were given a list of statements to rate their level of agreement concerning how physical resources influence performance. The results are presented in Table 4.6.

Table 4.6: Physical Resources

Statements	M	SD
Keeping proper maintenance of physical resource has enabled the employees to work better	4.59	0.406
Proper maintenance of physical resources has facilitated the effective delivery of the service	3.67	1.329
The facilities available are adequate to meet our customers' demands	3.80	1.193
There is adequate space in carrying out the activities within the organization	4.46	0.537
The physical resources adopted by the organization are of the highest quality	4.54	0.456
The quality physical resource have enabled the organization to gain the ability to provide effective service to the ever-increasing demands	4.63	0.366

Source: Survey Data (2022)

The results as presented in Table 4.6 shows that the respondents strongly agreed on the statements that; the quality physical resource have enabled the organization to gain the ability to provide effective service to the ever-increasing demands (M=4.63, SD=0.366), keeping proper maintenance of physical resource has enabled the employees to work better (M=4.59, SD=0.406) and that the physical resources adopted by the organization are of the highest quality (M=4.54, SD=0.456). The result is supported by Murimi, Ombaka and Muchiri (2019) study which investigated the influence of strategic physical resources on performance of small and medium manufacturing enterprises in Kenya. The study found that physical resources have a significant influence on performance of small and medium manufacturing enterprises in Kenya.

The respondents agreed on the statements that; there is adequate space in carrying out the activities within the organization (M=4.46, SD=0.537), the facilities available are adequate to meet our customers' demands (M=3.80, SD=1.193) and that proper maintenance of physical resources has facilitated the effective delivery of the service (M=3.67, SD=1.329). The result is in line with Njagi, Muathe and Muchemi (2018) study which examined the influence of physical resources on the performance of public health institutions in Embu County, Kenya. The findings of the study established that there was a positive and a statistically significant effect of financial and physical resources on the performance of public health institutions.

4.4.4 Training

The respondents were given a list of statements to rate their level of agreement concerning how training influence performance. The results are presented in Table 4.7.

Table 4.7: Training

Statements	M	SD
Empowerment has provided the employee the opportunities to grow through more autonomy	4.57	0.328
Empowerment has improved creativity among employees	3.73	1.266
Skill enhancement has increased employee retention rate	4.23	0.767
Skill enhancement has enabled employees to become more eligible for promotions	4.55	0.450
Knowledge acquisition has supported employee growth and development.	4.51	0.486
Knowledge acquisition has improved business processes	3.95	1.050

Source: Survey Data (2022)

The results as presented in Table 4.7 shows that the respondents strongly agreed on the statements that; empowerment has provided the employee the opportunities to grow through more autonomy (M=4.57, SD=0.328), skill enhancement has enabled employees to become more eligible for promotions (M=4.55, SD=0.450) and that knowledge acquisition has supported employee growth and development (M=4.51, SD=0.486). The findings agree with a study by Butali and Njoroge (2017) which evaluated the influence of training on organizational performance: The moderating effect of organizational commitment. The findings of the study were that training and development had a significant effect on organizational performance.

The respondents agreed on the statements that; skill enhancement has increased employee retention rate (M=4.23, SD=0.767), knowledge acquisition has improved business processes (M=3.95, SD=1.050) and that empowerment has improved creativity among employees (M=3.73, SD=1.266). The finding is consistent with Weru, Iravo and Sakwa (2013) study which investigated the relationship between training on performance of state owned corporations. The

findings established a positive correlation between training and development and organizational performance.

4.4.5 Performance of NPS

The respondents were given a list of statements to rate their level of agreement concerning the performance of NPS. The results are presented in Table 4.8.

Table 4.8: Performance of NPS

Statements	M	SD
The organizational operational efficiency has improved	4.49	0.510
The organizational effectiveness has improved	4.01	0.910
The organization has been offering services that satisfy customer needs	4.22	0.780

Source: Survey Data (2022)

The results as presented in Table 4.8 indicate that the respondents agreed that the organizational operational efficiency has improved (M=4.49, SD=0.510), the organization has been offering services that satisfy customer needs (M=4.22, SD=0.780) and that the organizational effectiveness has improved (M=4.01, SD=0.910). According to Kanter and Brinkerhoff (2019) many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such financial, customer, internal process, and learning and growth.

4.5 Results of Inferential Statistics

Inferential statistics were carried out the involved correlation analysis and regressions. The findings are presented as follows.

4.5.1 Correlation Analysis

Correlation analysis was done to determine the relationship between the independent variables and dependent variable. In this regard, a Pearson moment correlation was conducted on the

structural reforms, innovation, physical resources, training and performance of NPS assuming a 5% significance level. The findings are presented in Table 4.9.

Table 4.9: Correlation Analysis

		Correlations					
		Structural reforms	Innovation	Physical resources	Training	Performance of NPS	Performance of NPS
Structural reforms	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	342					
Innovation	Pearson Correlation	0.524	1				
	Sig. (2-tailed)	.241					
	N	342	342				
Physical resources	Pearson Correlation	.521	.265**	1			
	Sig. (2-tailed)	.004	.001				
	N	342	342	342			
Training	Pearson Correlation	.369	.105	.162*	1		
	Sig. (2-tailed)	.118	.191	.042			
	N	342	342	342	342		
Performance of NPS	Pearson Correlation	.701**	.836**	.691	.755**	.863**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	342	342	342	342	342	342

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2022)

The results in Table 4.9 indicates that the Pearson r value for structural reforms, innovation, physical resources, training against performance of NPS were 0.701, 0.836, 0.691, 0.755 and 0.863 respectively with a p-value of less than 0.00 respectively which was less than 0.05.

Therefore, given that the values of correlation coefficient were all positive, it is clear that there is positive linear correlation between the pairs of variables. Therefore, it can be concluded that all the correlation coefficients were statistically significant at 0.05 level of significance for two-tailed test.

4.5.2 Regression Analysis

The results of the joint regression analysis are displayed in Tables 4.10, 4.11 and 4.12 respectively.

Table 4.10: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.820	.816	1.081

Source: Survey Data (2022)

The results in Table 4.10 show that the value of R^2 was 0.820(82.0%) which indicated that the data was closer to the fitted regression line. Therefore, the model accounted for all variations in response data around its mean. The adjusted R-square value was at 0.816 (81.6%) indicated the extent to which structural reforms, innovation, physical resources, training had an influence on the performance of NPS. Therefore, it can be concluded that the remaining 0.184(18.4%) could account for other variables not studied.

Table 4.11: Analysis of Variance

The results of analysis of variance are demonstrated in Table 4.11

Table 4.11: Analysis of Variance

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.364	4	30.091	106.738	.001 ^b
	Residual	95.005	337	.282		
	Total	116.019	341			

Source: Survey Data (2022)

The results as presented in Table 4.11 show that the significance value was at 0.000 which was below the assumed level of significance value at 0.05. The results further indicate that the statistical value of F was at 106.738 which was more than the statistical value of mean square at 30.091. This implied that the model was significant in determining the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya.

Table 4.12: Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.602	.117		5.145	.001
	Structural reforms	.709	.209	1.026	3.392	.000
	Innovation	.861	.193	3.845	4.461	.000
	Physical resources	.697	.276	4.319	2.525	.000
	Training	.682	.190	2.634	3.589	.000

Source: Survey Data (2022)

The results as demonstrated in Table 4.12 is that the value of 0.602 represent a the extent to which the performance of national police service in Nairobi County Kenya would be when structural reforms, innovation, physical resources and training are held constant. The results

illustrated in Table 4.12, further shows that a unit change in structural reforms results in a 0.709 change in the performance of national police service in Nairobi County Kenya when innovation, physical resources and training are kept constant. A unit change in innovation results in a 0.861 change in the performance of national police service in Nairobi County Kenya when structural reforms, physical resources and training are kept constant. A unit change in physical resources results in a 0.697 change in the performance of national police service in Nairobi County Kenya when structural reforms, innovation and training are kept constant. A unit change in training results in a 0.682 change in the performance of national police service in Nairobi County Kenya when structural reforms, innovation and physical resources are kept constant.

As per the SPSS results generated and presented in Table 4.12, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: Performance = 0.602 + 0.709 (structural reforms) + 0.861 (innovation) + 0.697 (physical resources) + 0.682 (training)

The results in Table 4.12 also show that structural reforms had a positive and significant influence on the performance of national police service in Nairobi County Kenya as indicated by t-values ($t= 3.392, p < 0.05$). The finding agrees with Onono (2018) study which examined the impact of organizational structure on performance at General Electric Africa. The results revealed that there was a strong and positive relationship between organizational structure and performance.

The study revealed that innovation had a positive and significant influence on the performance of national police service in Nairobi County Kenya as indicated by t-values ($t= 4.461, p < 0.05$). The findings concur with Kiptoo and Koech (2019) study which investigated the effect of strategic innovations on organizational performance. The study findings established that it has a positive and insignificant relationship with the performance of manufacturing firms.

The study found that physical resources had a positive and significant influence on the performance of national police service in Nairobi County Kenya as indicated by t-values ($t=2.525$, $p < 0.05$). The finding agrees with Mbeche, Wainaina and Njihia (2018) study which examined the influence of physical resources on performance of ISO Certified organizations in Kenya. The findings show that physical resources had a positive and significant influence on performance.

The study established that training had a positive and significant influence on the performance of national police service in Nairobi County Kenya as indicated by t-values ($t= 3.589$, $p < 0.05$). The finding concurs with Ali and Ngui (2019) study which examined the effect of employee training on organizational performance in the building and construction sector in Kenya: A Case Study of Tile and Carpet Centre. The results indicate that there is significant relationship between employee training and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

The general objective of this study was to investigate the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya. The internal reform initiatives were conceptualized in terms of structural reforms, innovation, physical resources and training. The study collected primary data using questionnaires. The data was analysed using descriptive analysis and inferential statistics. The summary of the findings are presented as follows:

The first research objective sought to examine the influence of structural reforms on the performance of national police service in Nairobi County Kenya. The study found that structural reforms had a positive and significant influence on the performance of national police service in Nairobi County Kenya. The respondents strongly agreed on the statements that; Assigning subordinates responsibility over a task has helped junior staff members to grow ($M=4.58$, $SD=0.418$), centralization has led to a clear lines of communication ($M=4.52$, $SD=0.477$) and that responsibility has increased efficiency of the work performed by employees ($M=4.47$, $SD=0.526$).

The second research objective sought to establish the influence of innovation on the performance of national police service in Nairobi County Kenya. The study revealed that innovation had a positive and significant influence on the performance of national police service in Nairobi

County Kenya. The respondents strongly agreed on the statements that; network infrastructure has provided the communication path and services between users (M=4.60, SD=0.400), service automation has led to the optimization of activities and even promoted cost savings (M=4.55, SD=0.446) and that ICT infrastructure has led to greater accessibility of data and collaboration among stakeholders (M=4.53, SD=0.467).

The third research objective sought to determine the influence of physical resources on the performance of national police service in Nairobi County Kenya. The study found that physical resources had a positive and significant influence on the performance of national police service in Nairobi County Kenya. The respondents strongly agreed on the statements that; the quality physical resource have enabled the organization to gain the ability to provide effective service to the ever-increasing demands (M=4.63, SD=0.366), keeping proper maintenance of physical resource has enabled the employees to work better (M=4.59, SD=0.406) and that the physical resources adopted by the organization are of the highest quality (M=4.54, SD=0.456).

The fourth research objective sought to find out the influence of training on the performance of national police service in Nairobi County Kenya. The study established that training had a positive and significant influence on the performance of national police service in Nairobi County Kenya. The respondents strongly agreed on the statements that; empowerment has provided the employee the opportunities to grow through more autonomy (M=4.57, SD=0.328), skill enhancement has enabled employees to become more eligible for promotions (M=4.55, SD=0.450) and that knowledge acquisition has supported employee growth and development (M=4.51, SD=0.486).

5.3 Conclusions

The study concluded that the structural reforms in an organization aim to tackle underlying problems of motivation and behaviour by addressing formal and informal operations of the organization. The structural reform often involves organizational reform and can affect underlying incentives and norms of the organization. The study also concluded that the structural reforms are affected by changes in an organization such as the organization's hierarchy, chain of command, management systems, job structure and administrative procedures.

The study concluded that innovation enables problem-solving and provides creative insight that allows the organizational management to look at things from a different perspective regardless of whether its introducing a new strategy or improving on an existing strategy. Innovation promotes a culture of learning and collaboration. Giving a voice to every employee gives everyone a sense of team and transformative ideas emerge from unlikely places.

The study concluded that physical resources enable employees work better and thus enable the organization to achieve a better performance, building on the assumption that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime. Many organizations have begun to adopt physical resource management practices to get maximum yield from effective budgetary allocations.

The study concluded that trained employees will be able to make better and economical use of materials and equipment. A well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. If the employees are given proper training, the responsibility of supervision is lessened and reduces the need for detailed and constant supervision.

5.4 Recommendations

The study recommended that reforming organizational structures requires looking at the structure of the organization and its operational systems to identify where decisions are taken and how the various components connect. The organization should organize work around results that citizens consider valuable. Create partnerships within and between agencies and encourage crossing internal and external boundaries to integrate service delivery and policy development. Empower employees with the authority, skills, and information required to do the job, and redefine the manager's role to be coach and facilitator.

The study recommended that the organization should make sure you keep the employees are kept aware of the strategies and challenges and invite their input and also empower the employees to make decisions and take action. Promote openness between individuals and teams. Reward innovation and celebrate success. Appropriate incentives can play a significant role in encouraging staff to think creatively. Create a supportive atmosphere in which people feel free to express their ideas without the risk of criticism or ridicule.

The study recommended that the organization should provide adequate physical resources since employees require the appropriate physical resources to maintain high productivity levels in a company. Therefore, it is the mandate of the management to ensure the availability of all needed resources for a high level of performance. The organization should always try to exploit new forms of resources to achieve more thus better performance.

The study recommended that the organization should make sure that the training content is educational and relevant to the employees' job descriptions and consider employees' suggestions by including them in the training process. The organization should consider cross-training to help the employees acquire both hard and soft skills to handle more than one role. Incentivizing

training may be an excellent strategy to improve workplace training by helping the employees acquire the knowledge and skills needed to improve engagement and productivity.

5.5 Suggestions for Further Studies

The current study focused on the influence of internal reform initiatives on the performance of national police service in Nairobi County Kenya. The internal reform initiatives were conceptualized in terms of structural reforms, innovation, physical resources and training. However, the study identified a gap of 18.4% that accounted for other variables not studied. Therefore, there is need to carry out a study that can address the gap. In addition, the study focused on the performance of NPS. Therefore, the study suggests that similar study should be carried out that focus on the performance of other organization.

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APPENDICES

Appendix I: Cover Letter

Dear Sir /Madam

Re: Request for Participation in Research Study

I am a postgraduate student at Kenyatta University undertaking a study entitled: “**Internal reform initiatives and performance of national police service in Nairobi County Kenya**” as a requirement for the Degree of Master’s in Business Administration (Strategic Management Option).

I chose you as my study respondent because you are better suited to provide the information needed for this study. You are kindly asked to rate yourself based on the question items provided. Please take a few moments to complete the questionnaire items. I assure you that your responses will be kept completely confidential and used solely for academic purposes. Your assistance in facilitating this study will be greatly appreciated.

Any help would be greatly appreciated. Thank you very much.

Yours faithfully

Sign.....Date.....

Kentice Khavai Ligami

MBA Student, Kenyatta University

Appendix II: Questionnaire

This questionnaire is to gather information on the influence of internal reform initiatives and performance of national police service in Nairobi County Kenya. Please tick on the box corresponding to your response.

Section A: Background Information

- 1. Indicate your Gender: Male Female

- 2. Age:
Less than 25 years 25 – 34 Years
35 – 44 Years 45 years and above

- 3. Indicate your highest level of education
 Diploma Post Graduate Diploma
 Bachelor’s Degree Master’s Degree

- 4. Indicate your work experience:
 Less than 5 years 5-9 years
 10- 15 years Above 15 Years

Section B: Structural Reforms

- 5. Do structural reforms influence the performance of national police service in Nairobi County Kenya?
Yes No

- 6. Kindly explain your answer in question 5.

.....
.....
.....

The following table contains statements regarding the influence of structural reforms on the performance of national police service in Nairobi County Kenya. Kindly indicate the extent to which you agree with the statements by using the Likert scale provided.

Strongly agree =5, Agree =4, Undecided =3, Disagree =2, and Strongly Disagree =1

Statement	1	2	3	4	5
Decentralization has provided a greater division of responsibility					
Decentralization has led to improved decision making process					
Centralization has minimized office and administrative costs					
Centralization has led to a clear lines of communication					
Responsibility has increased efficiency of the work performed by employees					
Assigning subordinates responsibility over a task has helped junior staff members to grow					

Section C: Innovation

7. Does innovation influence the performance of national police service in Nairobi County Kenya?

Yes No

8. Kindly explain your answer in question 7.

.....

.....

.....

The following table contains statements regarding the influence of innovation on the performance of national police service in Nairobi County Kenya. Kindly indicate the extent to which you agree with the statements by using the Likert scale provided.

Strongly agree =5, Agree =4, Undecided =3, Disagree =2, and Strongly Disagree =1

Statement	1	2	3	4	5
Service automation has improved customer satisfaction					
Service automation has led to the optimization of activities and even promoted cost savings.					
ICT infrastructure has led to better work efficiency and data tracking.					
ICT infrastructure has led to greater accessibility of data and collaboration among stakeholders					
Network infrastructure has provided the communication path and services between users					
Network infrastructure has led to the minimization of downtime and ensured that productivity remains as consistent as possible					

Section D: Physical resources

9. Do physical resources influence the performance of national police service in Nairobi County Kenya?

Yes No

10. Kindly explain your answer in question 9.

.....

.....

.....

The following table contains statements regarding the influence of physical resources on the performance of national police service in Nairobi County Kenya. Kindly indicate the extent to which you agree with the statements by using the Likert scale provided.

Strongly agree =5, Agree =4, Undecided =3, Disagree =2, and Strongly Disagree =1

Statement	1	2	3	4	5
Keeping proper maintenance of physical resource has enabled the employees to work better					
Proper maintenance of physical resources has facilitated the effective delivery of the service					
The facilities available are adequate to meet our customers' demands					
There is adequate space in carrying out the activities within the organization					
The physical resources adopted by the organization are of the highest quality					
The quality physical resource have enabled the organization to gain the ability to provide effective service to the ever-increasing demands					

Section E: Training

11. Does training influence the performance of national police service in Nairobi County Kenya?

Yes No

12. Kindly explain your answer in question 11.

.....

.....

.....

The following table contains statements regarding the influence of training on the performance of national police service in Nairobi County Kenya. Kindly indicate the extent to which you agree with the statements by using the Likert scale provided.

Strongly agree =5, Agree =4, Undecided =3, Disagree =2, and Strongly Disagree =1

Statement	1	2	3	4	5
Empowerment has provided the employee the opportunities to grow through more autonomy					
Empowerment has improved creativity among employees					
Skill enhancement has increased employee retention rate					
Skill enhancement has enabled employees to become more eligible for promotions					
Knowledge acquisition has supported employee growth and development.					
Knowledge acquisition has improved business processes					

Section F: Performance of NPS

The following table contains statements regarding the performance of national police service in Nairobi County Kenya. Kindly indicate the extent to which you agree with the statements by using the Likert scale provided.

Strongly agree =5, Agree =4, Undecided =3, Disagree =2, and Strongly Disagree =1

Statement	1	2	3	4	5
The organizational operational efficiency has improved					
The organizational effectiveness has improved					
The organization has been offering services that satisfy customer needs					

Appendix III: Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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NAIROBI, KENYA
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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 2nd December, 2022

TO: Kentice Khavai Ligami
C/o Business Administration Dept.

REF: D53/OL/CTY/26063/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 24th November, 2022 approved your Research Project Proposal for the MBA Degree Entitled, "**Internal Reform Initiatives and Performance of National Police Service in Nairobi City County, Kenya**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you


ANNBELL MWANJIKU
FOR: DEAN, GRADUATE SCHOOL



c.c. Chairman, Business Administration Department.

Supervisors:

1. Mr. Shadrack Bett
C/o Department of Business Administration
Kenyatta University

AM/m

Appendix IV: Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **987764** Date of Issue: **10/January/2023**

RESEARCH LICENSE



This is to Certify that Ms.. KENTICE KHAVAI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INTERNAL REFORM INITIATIVES AND PERFORMANCE OF NATIONAL POLICE SERVICE IN NAIROBI COUNTY KENYA for the period ending : 10/January/2024.

License No: **NACOSTI/P/23/23061**

987764
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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See overleaf for conditions