

## **COMMAND RESTRUCTURING AND PERFORMANCE AMONG POLICE OFFICERS IN LAMU COUNTY, KENYA**

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### **ABSTRACT**

**Purpose:** Several studies on police reforms have established that there is ineffectiveness in terms of performance among police officers. Ineffectiveness in police performance has been a major problem among many policing organizations the world over. This study sought to establish the effects of the command restructuring on the performance of police officers.

**Methodology:** A descriptive research design was adopted. Qualitative and quantitative techniques of data analysis were used.

**Findings:** The study established that command structure has a positive and significant relationship with the performance of police officers. This was supported by a correlation value of .317,  $p < .01$ . The results imply that a single unit change in the command structure results in .317 increases in the performance of police officers.

**Conclusions and Recommendation:** The study concluded that despite the reorganization of the National Police Service command structure ineffectiveness in performance by police officers still exist. It, therefore, recommended amendment of the existing laws to allow further restructuring of National Police Service command structure.

**Key words:** *Command Restructuring, Performance, Police Officers*

## **1.0 INTRODUCTION**

Safety is a top priority for the national economy's growth and development. Investors take security into account before investing in a country (Asghari, 2016). Every sovereign government views police role as critical in the maintenance of law and order (Varghese, 2010). Therefore, the performance of police officers is critical in giving individuals trust in carrying out their daily activities. For implementation and success of the Vision 2030 Development Plan, the government of Kenya will depend heavily on the effective performance of police officers in protecting the public from threats to their safety. The 2009 National Task Force on Police Reforms saw systemic reforms as a significant direction for police officers to achieve productivity, effectiveness, discipline and transparency.

The National Police Service (NPS) command structure was reorganized by the government of Kenya to streamline reporting systems and improve police officer coordination by removing role duplication and overlap. Schilling and Steensma (2001) argue that in order to follow a better, scalable and well-suited organizational structure, organizational restructuring is a response to an increasingly changing environment. According to Meyer (2008), when reforming individual organizations to enable them to be responsive, changes in the operating environment should be factored in. The framework of the organization includes the creation of structures by which all police command levels are organized to warrant successful ties between police officers.

### **1.1 Statement of the Problem**

Police reform studies by Kabia (2013); Kivoi (2013); Chtalu (2014); Mutua (2014); Ojienda (2013); and Amnesty International (2013) have shown that police officers are still ineffective in terms of performance. Radical police reforms on the reorganization of the command structure led to the partial breakdown of command and control to raid off overlaps that resulted in duplication of functions. The efficient performance of employees is affected by the configuration of the reporting system (Anam, 2019). For efficient organizational operation, the flow of data across reporting channels is essential (Zbirenko & Andersson, 2014). Inadequacies in the organizational structure can damage workers and their efficiency, which in turn affects the performance of the organization.

Among many police departments worldwide, inefficiency in police performance has been a major problem. The views of people on police effectiveness are generally described as an instrumental results-oriented evaluation (Tyler, 2006). Performance is the contrast between the goal set and the actual outcome obtained. Reforms to boost the quality of the police service in Kenya have been a key priority for successive governments since 2003. Several task forces have been formed by the governments on police reforms, all with different mandates. Administrative, organizational, structural and policy changes were proposed for the 2002-2005, 2006-2009, 2009 and 2010 Police Reform Task Forces.

Reorganization modifies the way organization conducts itself (Finkelsen, 2016). In a reorganized command structure, the common police culture, mindset, beliefs and actions, strengthened discipline, transparency and shared workload achieve adequate results. This research therefore assessed the effect of command restructuring on the performance of police officers in Kenya.

## **1.2 Objective of the Study**

The study objective was to examine the effect of command restructuring on performance of police officers: A case of Lamu County, Kenya.

## **2.0 THEORETICAL FRAMEWORK**

### **2.1 Lewin Change Model**

Lewin followed a model of three-phase transition in which he considered actions to be a complex equilibrium of forces acting in opposing directions. By leading workers in the expected direction, driving forces promote progress. Change is hampered by restrictive powers directing staff against the expected direction (Alicia, 2005). Longo (2011) outlines the need for improving the service of customers, improving productivity, improving quality and results, and innovating and implementing environmental changes as driving forces. Uncertainty is the opposing forces; lack of confidence, shock of the new, threat to status, fear of job loss, and technology costs. The study of the force field is productive in allowing employers to determine if the driving forces are superior to the controlling forces, a case in which improvement may be required and enforced (Longo, 2011). The three steps are change/movement and refreeze to unfreeze.

The unfreeze process is the initial stage of transition adopted by Lewin (1947), which seeks to prepare people for change and prepare the organization from the present to shift to the desired

place. The unfreeze stage is defined in four (4) steps; first to evaluate the need for change by conducting an organization's current state assessment to determine why change is needed. Secondly, collect assistance from key stakeholders. The third is to set down the methodology and strategy to express the need for improvement. Finally, any opposition and uncertainties are recognized and monitored (Bridges, 2019).

The stage of change/movement is the time of transition from the current stage to the desired future. After the unfreezing point, this begins; workers conquer individual fears of uncertainty and are now ready to learn about the new recommended ways of working in the organization (Longo, 2011). The measures for carrying out the stage of the movement are: methodically and efficiently communicating and sharing the impact, consequences and advantages of change in the organization and planning it for the future, dismissing hearsay by having daily sessions to address their questions candidly, inspiring action and engaging the individuals concerned (Bridges, 2019).

After the transition, the refreezing stage symbolizes the act of strengthening and stabilizing the organization's new state to prevent people from returning to the former ways of doing things (Longo, 2011). When the new change is made permanent and the norm, reform meets its maximum potential (Morrison, 2014). The implementation of the freeze stage is based on four realistic measures; embedded transition plans to maintain change, provide support and celebrate change (Bridges, 2019).

In combination with force field research, Lewin's change management strategy will effectively help the national police service to plan, design and execute change positively. It will allow organizational managers to keep track of all the successes associated with the previous procedures they have adopted.

## **2.2 Empirical Review**

### **2.2.1 Performance of police officers**

Performance is directly influenced by the organizational restructure (Notanubun et al., 2019). Organizational structure influences the placement of personnel according to their capability and expertise hence influencing performance. Personnel perception of organizational support influences performance when the organization policies consider the employee as a valued and useful member and when solid employee supervisor relations exist (Shane, 2010). Sparrow (2015) articulates that, a drop in the number of serious crimes reported, clearance rates, response time, and the number of arrests made as some of the measures of police performance. Sparrow (2015) gives a citizen satisfaction survey as an alternative to obtaining a response in what manner citizens' rate performance among police. Positive or negative outcomes contributed by the employees depend on the organizational structure that shapes their conduct.

Inadequacies in an organizational structure may harm employees and their performance, which in turn affects the organizational performance (Kiggundu, 2010). The organizational structure should aid the performance and provision of efficient services. Efficient service is what organizations should provide (Johan & Wilfred, 2012). Organized division of labor, a clear hierarchy of authority, uniquely entrenched policy, strong command and control, proactive accountability, and seamless reporting system portray organization structure with a strong base for performance.

Positive performance is advanced by an organizational structure that warrants a stronger relationship and common working procedures among employees. Restructuring police organizations elicit the development of professionalism, form the route to effective operation, and uphold team spirit among police officers, which are components to satisfactory performance. The organizational restructuring in police organizations usually affects police officers who work in them thus influencing the achieved levels of security to the citizens and other protected people (Kekić, et al., 2016).

Capponi (2017) elaborates on the significance of a well-designed organizational structure as aiding to promote performance. Further, the organization structure helps in talent identification for absorption to the organization, provision of every employee's job description and essential level of performance, and provision high performing opportunity for growth. The outcome of

activities in an organization is viewed as its performance (Hatane, 2015). In a policing organization is the outcome in the performance of legal police duties by the employees to the organization.

### **2.2.2 Command Structure and Performance of Police Officers**

In different countries, the social-cultural and historical context primarily shapes police organizations (Varghese, 2010). The National Police Service (NPS) command structure is under the authority of Inspector General (IG) deputized by Deputy Inspector General-Kenya Police Service (DIG-KPS) and Deputy inspector General-Administration Police Service (DIG-APS). Article 245(2)(b) of the Constitution of Kenya on Independent Command and Section 10(f-h) of the National Police Service Act, 2011 Mandate the IG to reorganize the command system in order to realign it with dynamism inside the society. The NPS Policy Framework and Plan for Reorganization (2018) outlines its approach to achieving the most desirable quality and effectiveness for the general population of Kenya in the performance and delivery of police services. It recommends that the command and control structures within the National Police Service be reformed and that resources be used in the best possible way.

Reorganized NPS has harmonized command structure and strengthened formed up units and a clear hierarchy of command to enhance the performance of police officers. DIG-KPS is to focus on Public Security and Safety, DIG-APS on Protective and Border Security, and Director of Criminal Investigation on Criminal Investigations. 36680 General duty KPS and 24572 APS officers were merged to form the General Duty Police under DIG-KPS. APS is to comprise of formed-up units namely Rapid Deployment Unit (RDU), Border Police Unit (BPU), APS Stock Theft Prevention Unit (APS - ASTU), and Critical Infrastructure Protection Unit (CIPU). Reorganization modifies the way an organization conducts itself (Finkelsten, 2016). In a reorganized command structure, popular police culture, attitudes, principles and actions, enhanced supervision, transparency and shared workload would produce adequate results. In order for organizations to work, the individual members' relationships must be organized where standards and performance goals are defined (Sibidi, 2014).

### 3.0 METHODOLOGY

A descriptive research design was adopted in this study. The study targeted a population of 1200 police officers deployed within Lamu County. A sample size which is 10% of the target population was selected giving 120 respondents. A simple random sampling technique was used to select the respondents. The study relied on the questionnaire to collect primary data whereas journals and reports collected secondary data. The researcher applied both qualitative and quantitative techniques of data analysis to analyze the collected data. Descriptive and inferential statistics were used to analyze quantitative data, while thematic analysis was used to analyze qualitative data.

### 4.0 RESULTS AND DISCUSSION

#### 4.1 Descriptive Statistics

The respondents were asked to indicate the extent to which the following parameters affect the performance of police officers under national police service. Results are shown in Table 1.

**Table 1: Descriptive Statistics on Performance of Police Officers**

Statement	N	Mean	Std. Deviation
Sometimes I have conflicts with my colleagues.	97	3.30	1.243
Sometimes members of the public criticize my work.	97	3.69	.950
Sometimes I get demotivated by my seniors.	97	3.71	1.172
Sometimes my immediate supervisor fails to attend to my job frustrations.	97	3.96	.967
Harsh working conditions make my work unpleasant.	97	3.88	1.023
Sometimes I feel the police service does not value me.	97	3.39	1.319
Professional growth opportunities are limited for me.	97	3.76	.922
The schedule for continuous training is not satisfactorily followed.	97	3.74	1.102
My performance appraisal is not satisfactorily done.	97	3.52	1.174
I have challenges with work-life balance.	97	3.82	1.109
I do not get recognition for good work done.	97	4.01	.907
The salary I am paid is not appropriate to the cost of living.	97	3.70	1.002
Consideration for promotion and rewards is unfairly done.	97	4.00	1.146
Valid N (listwise)	97		

Results in Table 1 show that the respondents were asked to respond to the question whether sometimes they conflict with their colleagues who revealed a mean of 3.30 and a standard deviation of 1.243. This indicated that the majority of respondents agreed that at times they had conflict among themselves. A study by Henry (2008) found that if conflicts are not properly resolved, performance, lack of teamwork, waste of resources, and reduced productivity could unpleasantly affect the organization. Conflicts can distract police officers from the most important moves, leaving other businesses with a reduced amount of time and resources.

The findings on whether sometimes members of the public criticize respondent's work revealed a mean of 3.69 and a standard deviation of .950. This shows that the majority of respondents agreed that they received criticism concerning their work. This was in line with the report by the Equality and Human Rights Commission: Stop and Think (2015), which established that police criticism arises in pursuit of protecting the majority's rights. Certain individual rights, such as the right to privacy or freedom of movement and association, are sometimes compromised by the police. Nevertheless, if the breach is rational, proportionate, and lawful, they are simply allowed to do so. The data, however, suggests that on the other hand, some police officers use their powers unreasonably, indicating that they handle members of the public in a biased and wasteful way. Police officers can continue and collaborate with members of the public to advance by guidance, advice, motivation, and vulnerability of relationship through community policing to positively improve performance.

The findings on whether sometimes respondents were demotivated by their seniors were responded with a mean of 3.7 and a standard deviation of 1.172. This indicates that most respondents agreed at times they get demotivated by their seniors. Studies by Deressa and Zeru (2019), Skudiene and Auruskeviciene (2012) have shown that efficiency is adversely affected by the lack of enthusiasm within an organization. Although the organization offers a stable environment and job security, executives have a great role to play in motivating staff. Performance is related by the manager to praise, promotions and good work. The failure of managers to consider, reward or acknowledge the success of employees will reduce their morale.

The findings on if sometimes immediate supervisor fails to attend to job frustrations was responded with a mean of 3.96 and a standard deviation of .967. This indicates that most respondents agreed there was a time when supervisors failed to attend to their frustrations at

work. Bakken (2001) argues that we are stronger team members if we learn to cope with challenges before they overtake us, and most importantly, we improve our sense of control and effectiveness in our lives, both at work and outside work. This can be applied to police officers, who can result in positive job results by paying attention and addressing individual frustrations.

The findings on the study whether harsh working conditions made the respondent's work unpleasant, a mean of 3.88 and a standard deviation of 1.023 were found. This shows that most respondents agreed that harsh working conditions made their work less enjoyable. The results are in agreement with the study by Shagun and Devi (2014) which revealed that, a conducive working environment helps in improving the productivity and efficiency of employees.

The findings on whether sometimes the Police Service does not value the respondents, revealed a mean of 3.39 and a standard deviation of 1.319. This indicates that majority of respondents sometimes felt less valued by the Police Service. Valuing employees will help improve the performance of the organization. Employees have direct contact with the clients and therefore for an organization to retain a good association with the clients, employees must be satisfied fast. Dissatisfied employees can crimp the capacity to serve clients well. If you trust and value your employees, they will be more enthusiastic to attend to customers well and work for the company in an ultimately great fashion (Keay, 2018).

The findings of the study on whether professional growth opportunities were limited for the respondents found a mean of 3.76 and a standard deviation of .922. This suggests that the majority of respondents agreed that their professional growth opportunities were limited. The results of this study are in line with Half (2020), who notes that superiors should not underestimate the value of promoting the career development of their workers, even in indeterminate times. If they do, by leaving competent staff feeling like they're not respected, they risk damaging morale and efficiency. Employees work for organizations that help them develop and advance their careers through expertise and knowledge. Organizations should empower workers to work smartly, optimize their performance, and leave time and energy in the interests of non-work. Technical progress in the police field helps to encourage the continuity of organization and recognizes officers who show outstanding work (Crowson, 2019). Restricted opportunities for professional development are impediments to police officers' professional advancement when they struggle to assist them in learning and advancing new skills, recognizing

individual aspirations, opening doors to more career possibilities, taking on leadership positions, growing police service roles, increasing a sense of dedication to the job, and inhibiting workplace boredom.

The findings on whether the schedule for continuous training is not satisfactorily followed found a mean of 3.74 and a standard deviation of 1.102. This suggests that the majority of respondents agree that the schedule for continuous training is not satisfactorily followed. The results concur with a study by Bhat (2011), Nassazi (2013) and Enga (2017) who found out that organizational performance is significantly determined by training imparted to the employee. Employees are an organization's assets. Equipping these assets through continuous effective training is imperative to maximize performance in the organization.

The findings on whether performance appraisal was not satisfactorily done, found a mean of 3.52 and a standard deviation of 1.174. This implies that majority of respondents agreed that they were not satisfactorily appraised. The results are in line with the study by Wanjala and Kimutai (2015) who found that there is a significant relationship between performance appraisal and workers' performance. According to Wahjono et al. (2016), the fairness of the performance appraisal process is an important process where the supervisor plays a role to evaluate employee job performance.

The finding indicated that most respondents said that there is poor implementation of the performance management system and suggests the need to improve it to advance the performance of police officers.

One respondent stated that;

*The National Police Service should focus on improving the effectiveness of police officers by monitoring and improving their performance. Goal setting management and continuous performance appraisal would be adopted to improve the performance of police officers.*

Research by Singh and Twalo (2014) showed that management of performance can be a key factor in deciding that an organization can efficiently manage its human capital. Output is impaired when the aspirations of workers are not met. Poorly implemented systems for performance improvement can lead to negative organizational performance (Kettner, 2017).

Monitoring and evaluation systems for the week could contribute to the proliferation of unproductive employees.

The findings on the study whether there were challenges with the work-life balance found a mean of 3.82 and a standard deviation of 1.109. This indicates that the majority of respondents agreed that they have challenges with work-life balance. Bataineh (2019) agrees with the findings of this study results by stating that, work-life balance and happiness positively and significantly affect employee performance. Work-life balance is of strategic importance to organizations and impactful to employees in management. Study shows that organizations that make available workplace principles with psychological conditions of significance (job development, work-role fit), safety (compassionate bosses and co-workers) and availability (resource accessible) are more likely to have engaged employees.

The findings on the study on whether respondents do not get recognition for good work done revealed a mean of 4.01 and a standard deviation of .907. This suggests that most respondents agreed they do not get recognition for good work done. The results concur by Syed et al. (2019) findings that employee reward and appreciation have a significant and beneficial impact on employee efficiency. Employees respond favorably to gratitude demonstrated by acknowledgment of good work because it is a suggestion that others cherish their effort. When workers and their jobs are respected, satisfaction and performance increase. This helps them to maintain and advance their good work.

The findings on whether the salary paid was not appropriate to the cost of living found a mean of 3.70 and a standard deviation of 1.002. This suggests that majority of respondents agreed the salary they were paid was not appropriate to the cost of living. A study by Salah (2016), Ojeleye (2017), and Nagaraju and Pooja (2017) found that salary has a strong positive impact on employee performance. A well-paid employee will feel appreciated by the employer and is more likely to perform to his potential. Salary appropriate to the cost of living brings a feeling of security and can have a great influence on employees' performance.

The findings on whether consideration for promotion and rewards was unfairly done found a mean of 4.00 and a standard deviation of 1.146. This indicates that majority of the respondents strongly agreed that there was no fair consideration for promotion and rewards. A study by Peter (2014) found that promotion has an impact on the performance of individuals and organizations

as it induces motivation, good performance, good relationships, and increased pay. A research by Chris and Kisirinya (2009) revealed that promotions are caused by police members mostly because they often characterize them with good remuneration and enhanced good well-being and living conditions overall. Unfairness can demoralize workers in consideration for promotions.

The findings show that majority of respondents pointed out that there is a need to put into consideration the welfare of police officers if the performance of police officers is to be increased.

One respondent stated that:

*The government and the national police service should come up with measures to improve the welfare of police officers and this will motivate the employees to increase performance.*

Participants highlight poor remuneration, discrimination, and harassment at work, lack of recognition, and poor working conditions as some of the issues affecting their well-being. Research by Zakaria et al. (2014) and, Warr and Nielsen (2018) indicated that there is a significant relationship between wellbeing and job performance. Higher wellbeing at work is positively correlated with organizational level performance (Krekel, 2019).

The respondents were asked to indicate the extent to which the following parameters of command structure affect the performance of police officers under the National Police Service. The findings are shown in Table 2.

**Table 2: Descriptive Statistics on Command Structure**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The command structure creates confusion.	97	3.27	1.350
Sometimes Instructions lack clarity	97	3.72	1.231
The speed of access to police services is slow.	97	3.65	1.031
The flow of information is slow.	97	3.88	.949
Decision making is limited only to commanders at the top level.	97	3.89	.967
There are issues of duplication of duties.	97	3.70	1.120
There is a lack of teamwork among personnel.	97	3.60	1.086
There is a lack of job flexibility	97	3.76	.998
There is unequal treatment of services under NPS.	97	3.90	1.005
The purpose of reorganization is not clear to me.	97	3.54	1.267
Valid N (listwise)	97		

Results in Table 2 revealed a mean of 3.27 and a standard deviation of 1.350 on if the command structure creates confusion. This suggests that most respondents perceive the command structure to be creating confusion. Gaile (2018) found that a clear picture of authority is created by an efficient command structure. It should make it simpler to distinguish which commander has the authority to allocate resources, reward achievements, or initiate disciplinary proceedings. Confusion can be a major cause of insecurity in the command structure, where information received is not carried out promptly.

The findings on the study whether sometimes instructions lacked clarity found a mean of 3.72 and a standard deviation of 1.231. This suggests that the majority of the respondents agreed that sometimes they received unclear instructions. Robert (1995) noted that efficient instructions are an art and must be sensitive to a given group's situation and particular needs. To set goals, direct learning, and prompt self-reflection, guidelines should be understood and used. This is important to police work, and often needs to be sensitive to the situation and the unique needs of the orders received. Unclear orders may lead to activities that are inadequately carried out thereby adversely affecting police efficiency.

A mean of 3.65 and a standard deviation of 1.031 on whether the Speed of access to police services was slow found. This implies that the majority of respondents agreed that the speed of accessing police services was slow. According to Bouranta (2015) study, reveals that policemen's availability for patrol is hampered by bureaucracy and other typical obligations. The speed of access to police services is lessened by the bureaucracies in the command structure resulting in underperformance.

The findings on whether the flow of information was slow revealed a mean of 3.88 and a standard deviation of .949. This suggests that most respondents agreed that the rate of flow of information is slow. Sparrow (1993) states policing is an information intensive-business. The kind of information kept or not kept within police information systems helps describe whatever a police department pays attention to. The effectiveness and performance of policing services are improved by information management which aids information sharing between police officers and other agencies. The slow flow of information is a limiting factor in enabling police officers to unlock the value of information and improve efficiency and effectiveness. The slow flow of

information poses unprecedented challenges to police officers to tackle volume crimes. At the same time, they must meet the growing number of the public's expectations.

The study on the findings on whether decision making was limited only to commanders at the top level found a mean of 3.89 and a standard deviation of .967. This suggests that most respondents agreed that only top-level commanders were involved in making decisions. A similar study by Aliyu (2019) found out that including employees in decision-making is very vital and significant in attaining the uppermost peak in the performance of an organization. The involvement of police officers in decision-making will make them more dedicated to seeing its fruitful execution. Employees involved in decision making feel their contribution is valued, and the process of sharing opinions and discussing work matters itself can nurture a sense of teamwork and improve the relationship amongst employees themselves.

The findings on if there were issues of duplication of duties revealed a mean of 3.70 and a standard deviation of 1.120. This shows that the majority of respondents agreed that there were issues of duplication of duties in the police service. Sadiq's (2018) study results show that work duplication has a significant negative influence on an employees' performance. The study also found that lack of job clarity, ineffective job design, and role ambiguity are primary causes of overlap. Vague expectations and tasks will impact customer satisfaction. Lack of culpability and expectations clarity can lead to tension and conflict between workers. Unclear tasks and expectations adversely impact any feedback. Role responsibility and expectations misunderstanding can lessen the level of individual and organizational performance.

The findings on whether there was a lack of teamwork among personnel revealed a mean of 3.60 and a standard deviation of 1.086. This suggests that most respondents agreed that teamwork lacked among the National Police Service personnel. A study by Bacon and Blyton (2000) stated that, teamwork inspires employees to widen their skills and knowledge and increase their performance. Working with the team increases the efficiency of an employee and it affects the performance positively (Boakye, 2015). Teamwork can facilitate police offices to undertake tasks more rapidly and efficiently. It lessens workloads by allowing them to share responsibilities or ideas.

The findings on whether there was a lack of job flexibility revealed a mean of 3.76 and a standard deviation of .998. This suggests that the majority of respondents agreed job flexibility in the National Police Service was lacking. Davidescu et al. (2020) state that works flexibility offers to employees a balance between professional and personal life, leading to job satisfaction and performance, with positive consequences for the well-being of the organization. Job flexibility can make police officers feel committed to delivering high-level results on time.

The findings on the study on whether there was unequal treatment of services under the National Police Service found a mean of 3.90 and a standard deviation of 1.005. This indicates that most respondents agreed that the services under the National Police Service were not equally treated. A study by Charles and Hezel (2014) revealed that if equal and fair opportunities are provided employees are motivated. Equal opportunities within the organization can improve the performance of employees to achieve the strategic objective of the organization.

The findings on whether the purpose of the reorganization was unclear revealed a mean of 3.54 and a standard deviation of 1.267. This suggests that most respondents agreed that the purpose of the reorganization of the command structure was not clear to them. This is in line with a report by (Galbraith, 2018) which states that employees around the world are reporting that large organizational changes are affecting their occupations. From leadership transitions and restructuring to mergers and acquisitions to regulatory changes, there appears to be persistent discontent among the employees. On the other hand, according to one study of more than half a million US Employees, just about one-third don't understand why these changes are happening. This can be detrimental for any organization trying to apply the changes. When employees do not understand why changes are happening, it can be an obstacle to driving ownership and commitment and can even cause opposition or pushback. Employees' opposition to change is a leading factor as to why so many change transformations flop. The Government and National Police Service cannot assume that police officers understand the reasoning behind the reorganization of command structure. They must spend time and explain why changes are important.

The findings show that majority of respondents said that sometimes the command structure is violated and suggests that it should be followed fully to enable the flow of information and decision making.

One respondent stated that;

*All police officers should follow the chain of command to facilitate them to work effectively in their area of responsibility. This will lift the morale of the commanders as well as enhancing the flow of information.*

A clearly defined chain of command helps employees understand where to seek help from in certain situations. Research by Martins (2020) suggests that an interruption in the chain of command can cause significant conflict within the workforce.

#### 4.2 Correlation between Command Structure and the Performance of Police Officers

The study carried out a correlation analysis to determine the association between the command structure and performance of police officers. The findings were presented in Table 3.

**Table 3: Correlation between Command Structure and Performance of Police Officers**

		Performance of Police Officers	Command Structure
Performance of Police officers	Pearson Correlation	1	.317**
	Sig. (2-tailed)		.002
	N	97	97
Command Structure	Pearson Correlation	.317**	1
	Sig. (2-tailed)	.002	
	N	97	97

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

Results in Table 3 show the correlation between command structure and performance of police officers. This test was conducted at a 1% significant level. From the table, the findings revealed a positive Pearson's Correlation Coefficient of .317,  $p < .01$ . This implies that the Performance of Police Officers increases as the Command Structure improves. A single unit change in the Command Structure results in .317 increases in the Performance of Police Officers.

## **5.0 CONCLUSION**

On command structure and performance of police officers, the command structure creates confusion, instructions issued not clear, and speed of access to police services was slow. The command structure slows the flow of information while decision making is only limited to the top-level commanders. Duplication of duties exists in the National Police Service. Teamwork as well as job flexibility in the National Police Service is lacking. Services under the National Police Service are not equally treated. The Government's purpose of reorganizing the command structure is unclear to the majority of police officers.

## **6.0 RECOMMENDATIONS**

The National Police Service should put in place a competency-based policing framework to ensure good supervision and leadership. It will also ensure that the police officers of all rank categories are equipped with relevant skills and knowledge to strengthen the quality of policing and also enhance their capacity to meet the demands of the people they serve. The existing laws need an amendment to allow further restructuring of National Police Service command structure.

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