

Coordination of Security Activities and Performance among Police Officers in Lamu County, Kenya

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How to cite this article: Linturi, T. M., & Muna, W. (2021). Coordination of security activities and performance among police officers in Lamu County, Kenya. *Journal of Public Policy and Governance*, 1(1), 1-9.

Abstract

Ineffectiveness in police performance has been a major problem among many policing organizations the world over. Inadequacies in the organizational structure can damage workers and their efficiency, which in turn affects the performance of the organization. This study aimed to determine the effect of coordination of security activities on performance of police officers in Kenya. The descriptive research design was adopted. The findings indicated that coordination of security activities had a positive and significant relationship with performance of police officers ($r=.571$, $P=.000$). This implied that performance of police officers increases as the coordination of security activities advances. The study concluded that there is a lack of effective leadership to enable coordination of security activities while some commanders are not satisfactorily equipped with knowledge on emerging security challenges. It was recommended that the National Government to put up multi-agency operation centers in every County to help in the Coordination of Security Activities.

Keywords: *Coordination of Security Activities, Performance, Police Officers*

1.0 Introduction

Security is a top priority for the national economy's growth and development. Investors consider a country's stability before investing in it (Asghari, 2016). Any sovereign government considers the police's role in upholding law and order to be critical (Varghese, 2010). As a result, police officers' success is critical in gaining public confidence in their day-to-day operations. In order to enforce and achieve with the Vision 2030 Development Plan, the Kenyan government will rely heavily on police officers' ability to protect the public from threats to their safety. Systemic reforms were identified by the National Task Force on Police Reforms in 2009 as a significant path for police officers to achieve efficiency, effectiveness, discipline, and accountability.

According to Schilling and Steensma (2001), organizational change is a response to an ever-changing environment in order to follow a better, more versatile and well-suited organizational structure. According to Meyer (2008), when modifying individual organizations to make them more sensitive, changes in the operating environment should be

taken into account. Policy Framework and Strategy for Reorganization of the National Police Service (2018) outlines the reorganization of the National Police Service and harmonization of structures by abolishing eleven designations and establishing four designations that enable the flow of information for action. Coordination and planning demands that detail be addressed in the exact form and at the right time (Mishra, 2015).

1.1 Problem Statement

Kabia (2013), Kivoi (2013), Chtalu (2014), Mutua (2014), Ojienda (2013), and Amnesty International (2013) have all found that police officers are still unreliable when it comes to results. Radical police reforms on command structure reorganization culminated in a partial breakdown of command and control in order to eliminate overlaps that resulted in duplication of roles. The configuration of the reporting system has an effect on the effective performance of employees (Anam, 2019). The flow of data through reporting networks is critical for effective organizational activity (Zbirenko & Andersson, 2014). Inadequacies in the organizational structure can harm employees and their productivity, which has a negative effect on the organization's efficiency.

Inefficiency in police performance has been a significant issue in many police forces around the world. People's perceptions of police efficacy are commonly described as an instrumental, results-oriented assessment (Tyler, 2006). The difference between the goal set and the actual outcome achieved is referred to as results. Since 2003, successive Kenyan governments have prioritized reforms to improve the efficiency of the police service. The governments have created a variety of task forces on police reform, each with a different mandate. For the 2002-2005, 2006-2009, 2009, and 2010 Police Reform Task Forces, administrative, operational, institutional, and policy reforms were recommended. Reorganization alters the way an organisation operates (Finkelsen, 2016). The study therefore sought to determine the effect of coordination of security activities on performance of police officers in Kenya.

1.2 Objective of the Study

The aim of the study was to determine the effect of coordination of security activities on performance of police officers: a case of Lamu County, Kenya.

2.0 Literature Review

2.1 Theoretical Framework

The McKinsey 7-S Framework is a dynamic application that plays an active role in structuring organizations. Organizational structures are used to gauge the existing performance and increase in productivity and as a result, a positive outcome is reached. The approaches make the organization structure consistent (Demir, & Kocaoglu, 2019). The McKinsey model outlines how 7 independent elements of the organization namely Structure, Strategy, Skills, Staff, Systems, and Shared Values. The elements coordinate together to enhance performance in an organization. The elements are interconnected hence any change of one necessitates a change to others for the organization to function effectively (Jurevicius, 2013). The elements are classified as hard elements (strategy, structure, and systems) and soft elements (style, skills, shared values, and staff). Soft elements are influenced by the organization's culture and hard elements are influenced by management culture (Demir, & Kocaoglu, 2019). The model is useful in enabling organizational change and ascertaining how each area will change in the future. Ravanfar, (2015) outlines steps that could help in the application of the model as; identify areas that are not effectively aligned, determine the

optimal organizational design desired where and what changes should be made, make the necessary changes, and continuously review the 7s. The model is highly applicable in the National Police Service restructuring and can be used to identify which elements need realignment to improve performance, or to sustain alignment and performance during restructuring.

2.2 Empirical Review

2.2.1 Coordination of Security activities and performance of police officers

Police officers work with one another across a range of specialisms, organizational units, and sub-units that often overlap geographically (Giacomantonio, 2015). According to Burton and Obel (2018), structure and coordination choices are not independent and therefore, once an organizational structure is chosen, the coordination choices are limited to attain a perfect fit. Further within the framework of structure and coordination the organization structure particularizes how to allocate tasks and resources to each of the problems and how to coordinate these units and tasks. Coordination helps the organization to navigate complex day to day tasks in a coherent manner. Successful preparation and response to disasters by police officers are enabled by effective coordination (International Federation of Red Cross and Red Crescent Societies, 2001). To keep members of the public and their property safe and hold offenders accountable requires a coordinated response. Kenyan Government's radical police reforms have led to command and control partially collapsed to raid off overlaps that brought about duplication of functions among police services hence impacting coordination (Magara, 2018).

Abolition of gaps and duplication make available fitting specialization and a well-flowing structure for information sharing. Effective police-police coordination is critical to the humanitarian objectives of saving lives and relieving sufferings in conflict and disasters (Eva & Eleanor, 2013). According to Eva and Eleanor (2013), coordination may take different forms from coexistence to more direct cooperation through information sharing, liaison, and joint training. Joint training plays a significant role to generate a similar ground to increase familiarity in the understanding of tasks and the ability of police organizations in fighting crime.

Kalphan (2014) outlines the elements of coordination as; integration, balancing, and timing. Where coordination integrates diverse interests and efforts of members of the organization to achieve common goals of the organization, provide mutual support to all the activities so that goals of various units are in line with each other, and adjusts the schedule of different activities so that they can support one another to deliver the final result in time. Policy Framework and Strategy for Reorganization of the National Police Service (2018) brings into line police geographical/operational boundaries with the current administrative boundaries and creates a unified command under IG-NPS who coordinates over-all security activities of the police.

3.0 Methodology

The study applied the descriptive research design. The target population comprised of 1200 police officers deployed within Lamu County. A total of 120 respondents were selected as the sample size. This represented 10% of the target population. Simple random sampling method was used to select the respondents. Data was collected using questionnaires. Descriptive and inferential statistics were used to analyze the data.

4.0 Results and Discussion

4.1 Descriptive Statistics

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

Table 1: Descriptive statistics on the coordination of security activities

Statement	N	Mean	Std. Dev.
Sometimes there is a lack of effective leadership.	97	3.9	1.065
Some Commanders are not satisfactorily equipped with knowledge on emerging security challenges.	97	4	0.722
The lines of authority are not satisfactorily followed.	97	4	0.791
Rules and regulations are not satisfactorily followed.	97	3.39	1.303
Sometimes I lack voluntary cooperation with my colleagues.	97	3.28	1.197
Sometimes supervisors' communication with the junior staff is intimidating.	97	4.2	0.825
The schedule for joint training is lacking.	97	3.69	1.074
Sometimes planning is improperly done.	97	3.79	0.999
Staff meetings are irregularly conducted.	97	3.21	1.181
Sometimes external forces interfere with my work.	97	3.67	1.289
My opinion/suggestions are ignored by my immediate supervisor.	97	3.66	1.069
Valid N (listwise)	97		

Source: Research Data, 2020

Results in table 1 above show a mean of 3.90 and a standard deviation of 1.065 on whether sometimes there was a lack of effective leadership found. This indicates that most of the respondents agreed that a time there was a lack of effective leadership to enable coordination of security activities. A study by Ibrahim and Daniel (2019) postulates that leadership is one of the ways used in the accomplishment of organizational intentions and consequently every organization should make sure that the right leader man's their organization to achieve their set goals and or objectives. Gonfa (2019) agrees that lack of leadership skills has implications of dipping performance of the leaders and also of the employees by increasing employee turnover, reducing employees' satisfaction, etc. which have an adverse influence on the performance of the organization.

The findings on whether some commanders were not satisfactorily equipped with knowledge on emerging security challenges reported a mean of 4.00 and a standard deviation of .722. This suggests that most respondents agreed that some commanders were not satisfactorily equipped with knowledge of emerging security challenges. Ransley and Mazorolle (2008) agrees with the findings by stating that in uncertain times, the scope or even the existence of problems may be unclear or unknown, and new ways of recognizing and assessing risk are essential. This relates not just to the crime problems that police face, but gradually more to the role and influence in crime control setups. The exponential evolution of internet interconnections has led to a substantial growth of cyber-attack incidents often with calamitous and grievous consequences. Growing threats have been found in emerging

technologies such as social media, cloud computing, smartphone technologies, and critical infrastructure (Jang-Jaccard & Nepal, 2014). Limited or lack of knowledge of emerging security challenges on commanders may slow the detection and prevention of crime.

The findings on whether the lines of authority were not satisfactorily followed revealed a mean of 4.00 and a standard deviation of .791. This suggests that the majority of the respondents agreed that the lines of authority were not satisfactorily followed. Ignorance of lines of authority creates confusion and reduces the level of accountability. According to Umar and Bernard (2014), the negative influence of authority and power on the behavior of workers results in a drop in performance and growth of the organization.

The findings on whether rules and regulations were not satisfactorily followed found a mean of 3.39 and a standard deviation of 1.303. This indicates that the majority of respondents agreed that rules and regulations were not satisfactorily followed while coordinating security services. This is contrary to the study by Karungani and Ochiri (2017) which found that adherence to rules and regulations led to an improvement in transparency, openness, improved ethical standards, impartiality as well as improving decision making. Effective following of rules and regulations can result in increased employees' and organizational performance.

The findings on the study on whether sometimes there was lack of voluntary cooperation with colleagues reported a mean of 3.28 and a standard deviation of 1.197. This suggests that majority of respondents agreed that there was lack of voluntary cooperation among colleagues to enable coordination of security activities. Renee (2011) points out that if employees can't work together in harmony productivity is reduced. To have an effective workplace cooperation mechanism in place is one of the means to realize set goals. Management backing and employees' participation are core in workplace cooperation. Top management's commitment is critical for workplace cooperation to be effective.

The findings on if sometimes supervisors' communication to the junior staff was intimidating reported a mean of 4.20 and a standard deviation of .825. This suggests that the majority of respondents agreed that sometimes junior staff received intimidating communication from their supervisors. Intimidating actions, mostly when committed by an individual in a supervisory, management, or executive position, can frighten employees into accepting poor treatment and violations of their rights. Petersen (2018) states that victims of and witnesses to workplace intimidation may develop negative physical and mental health symptoms that can affect both quality of life and career development. Over time, the victim's job performance may also suffer.

The findings on whether the schedule for joint training was lacking found a mean of 3.69 and a standard deviation of 1.074. This suggests that the majority of respondents agreed that there was the unavailability of a schedule for joint training. A study by Walker (1995) states that, Joint Task Force training is most effective when it builds a team with the core staff and added expertise. Habitual training with core components and identified participants with specialized skills provide that experience. The absence of a system to require regular joint tactical training can result in poor coordination during security operations.

The findings on whether sometimes planning was improperly done found a mean of 3.79 and a standard deviation of .999. This indicates that the majority of respondents agree that sometimes there was lack of proper planning during the coordination of security activities. Planning is the foundation on which operation execution is based. Organizational planning

should include long-term and short-term planning. The plan should forecast where the organization will be in the next two or five years, citing definite measurable goals and outcomes (Silver, 2018). Planning has a bearing on organizational performance (Kabiru, 2018). Improper planning will result in poor organizational performance. Good planning will ensure that resources are perfectly employed. Wastage of resources when planning will lead to a decrease in overall performance.

The findings on whether staff meetings were irregularly conducted reported a mean of 3.21 and a standard deviation of 1.181. This is an indication that majority of respondents agree that staff meetings were not regularly conducted. Staff meetings are attended by members of an organization, to discuss issues linked to the running of the organization. Kauffeld and Lehmann-Willenbrock (2011) study results suggest that team meeting practices define both team and organizational performance. Staff meetings should deliver essential updates, encourage performance and teamwork, and invite constructive criticism. Irregular staff meetings can weaken the work culture.

The findings on whether sometimes external forces interfered with respondents' work found a mean of 3.67 and a standard deviation of 1.289. This suggests that many respondents agreed that sometimes there were external forces that interfered with the performance of work. Constraints arise from frequent changes in law and interpretation by the judiciary; the influence of press and public opinion, often with intense from reform groups; and finally, and probably the most important there is political interference. These three factors with a complex interplay between police, press, public, and politicians, create difficulties for the police services to do their duty and to maintain the morale of their staff (Peters, 1991). Findings by White (2003) established that modest support for potential effects of external discretion control policies and community-level factors on police shooting behaviour but generally suggest that dynamic changes in the internal working environment can outweigh the influence of external mechanisms.

The findings on if opinion/suggestions were ignored by the immediate supervisor revealed a mean of 3.66 and a standard deviation of 1.069. This suggests that the majority of respondents agreed that sometimes their opinion/suggestions were not considered by the supervisors. The immediate real benefits of employees speaking up at work are easy to distinguish: proposed solutions to the problems workers experience day to day, ideas for improving efficiency or decrease waste, and the questioning of unethical behaviour before it causes larger problems (Rogers, 2016). Ignoring Employees' opinions discourages team members to be open and honest and limit them to find solutions to problems on their own. It builds mistrust and discourages employees' engagement. It makes them feel they aren't part of the team and their action doesn't matter.

4.2 Correlation between coordination of security activities and performance of police officers

The study carried out a correlation analysis to determine the association between the coordination of security activities and the performance of police officers. The findings were presented in the table 2.

Table 2: Correlation between Coordination of Security Activities and the Performance of Police Officers

	Performance of police officers	Coordination of security activities
Performance of police officers Pearson Correlation	1	.571**
Sig. (2-tailed)		.000
N	97	97
Coordination of security activities Pearson Correlation	.571**	1
Sig. (2-tailed)	.000	
N	97	97

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

Source: Research Data, 2020

Results in Table 2 show the correlation between the Coordination of Security Activities 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 .571, $p < .01$. This implies that the performance of Police Officers Increases as the Coordination of Security Activities advances. A single unit change in the Coordination of Security Activities results in .571 increase in the Performance of Police Officers.

5.0 Conclusion

On the coordination of security activities and performance of police officers, there is a lack of effective leadership to enable coordination of security activities while some commanders are not satisfactorily equipped with knowledge on emerging security challenges. The lines of authority and rules and regulations are not satisfactorily followed. There is a lack of voluntary cooperation among police officers to enable the coordination of security activities. Junior officers receive intimidation from their supervisors. The national police service hasn't prepared a schedule to enable continuous training for police officers. Improper planning, irregular staff meetings, and external forces affect the coordination of security activities. Supervisors are times not considerate of the opinions/suggestions of their subordinates.

6.0 Recommendations

The National Government to put up multi-agency operation centers in every County to help in the Coordination of Security Activities.

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