



Effect of Restructuring on the Performance of National Police Service in Kenya

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Abstract: *Deteriorating performance of the police service has been attributed to inability to implement the police reforms which aim to improve their performance. The purpose of this study was to determine the effect of restructuring on the performance of National Police Service in Kenya. The study utilized Resource Based View Theory. This study used positivism philosophy and adopted explanatory research design. The study targeted 792 NPS officers. Stratified and simple random sampling techniques were employed to select sample size of 266 NPS officers. Primary data was collected using questionnaire among the NPS officers. Cronbach's Alpha coefficient was adopted to ascertain internal consistency. Content validity was achieved through an expert judgment and construct validity established by conducting a factor analysis. The collected data was coded and analyzed inferential analysis. The study concluded that there was a positive significant influence of restructuring on performance of NPS. The study recommends NPS to pay attention to operations restructuring programs in order to attain its strategic goals enable by effectively utilizing its human and asset resources.*

Keywords: *Restructuring, Performance, National Police Service, Kenya*

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1. Introduction

Restructuring is a corporate effort to overhaul a firm's operational strategy for successful goal attainment, restructuring improves efficiency in policing activities and contributes to the organization's economic strength (Dheeraj, 2022). Essentially, restructuring is considered a zero-sum process, where strategic aims to mitigate financial losses and reduce conflicts between creditors and shareholders, thereby expediting the resolution of organizational distress (Norley, Swanson, & Marshall, 2022).

Globally, Zürcher et al. (2023), explored how different countries structure and assess police performance, revealed that most European countries struggle with misalignment between national policy goals and local police implementation, and often lack clearly defined performance indicators tied to restructuring reforms. In UK Fyfe et al., (2020), explored the influence of recent organizational changes including force mergers and revised command structures on police performance in England and Wales. The structural reforms helped streamline management and improve cost efficiency, they often had unintended consequences for community engagement and public trust.

Regionally, evidence from Ghana Police Service Opare Darko et al., (2024) assessed how restructuring practices related to human resource management influenced police performance at the Accra Regional Headquarters. The results indicated that restructuring of HR frameworks can directly improve organizational performance by reducing turnover and maintaining knowledge continuity. In Uganda, Wagner (2020) assessed how restructuring accountability mechanisms affects police conduct and performance. The reform-driven accountability training can shift officer behavior norms, but without integrating broader structural reforms like reorganization, command restructuring, or resource alignment these changes may not manifest in measurable service improvements.

Focusing on Kenya, Ngai (2022) investigated how restructuring efforts impacted job satisfaction among officers at the National Police Service Commission in Kenya. Findings revealed that operational, financial, and portfolio restructuring initiatives significantly and positively influenced employee job satisfaction. Linturi and Muna (2021) examined the relationship between command restructuring and the performance of police officers. Results revealed a statistically significant positive association between command restructuring and officer performance. Mogere and Muna (2022) investigated the influence of police restructuring on officer performance in Nairobi City County, with a particular emphasis on the allocation of resources. The effective resource allocation had a significant and positive impact on police performance.

In Nairobi County, Ngesa and Wanjala (2021), study on the Influence of Organizational Restructuring on Performance of National Police Service. The results showed a significant positive relationship between organizational restructuring measured through reporting structures, functional integration, and chain of command and officer performance outcomes. The restructuring improved performance, especially when accompanied by proper communication and institutional support. While restructuring is consistently recognized as a critical reform strategy, its effectiveness is often constrained by poor implementation, resistance to change, and weak support systems. Most existing research is regionally focused, with a heavy concentration in urban centers like Nairobi and Kisumu, which limits generalizability to the national context. This gap underscores the need to explore the effect of restructuring on the performance of National Police Service in Kenya

1.1 Objective of the Study

The study sought to achieve the following research objective.

To ascertain the effect of restructuring on the performance of National Police Service in Kenya.

1.2 Research Question

The study sought answers to the following research question:

How does restructuring affect performance of National Police Service in Kenya?

2. Literature Review

According to Richards et al., (2021) police officers are indispensable members of society due to the essential services they provide. Malone and Dammert (2021) assert that effective police performance is essential for maintaining public safety, building community trust, and preventing and solving crimes. In a study commissioned by RAND Europe, Zürcher et al. (2023), conducted a cross-national investigation titled International Approaches to Police Performance Measurement to explore how different countries structure and assess police performance, with a focus on informing policy in the Netherlands. The analysis revealed that most European countries struggle with misalignment between national policy goals and local police implementation and often lack clearly defined performance indicators tied to restructuring reforms. The study concluded that effective restructuring requires clear objectives, coherent governance, and consistent use of evidence-based indicators. In Finnish Police Kääriäinen and Sirén (2021) investigated the Impact of Structural Consolidation on Public Trust, focusing on the consequences of regional mergers and centralization of police stations across Finland. The results indicated that while restructuring led to improved efficiency and coordination, it also resulted in reduced physical accessibility and perceived remoteness of police services in rural areas, contributing to a decline in trust among rural populations.

In UK Fyfe et al. (2020), in their research titled Structural Reforms and Strategic Priorities Policing, they explored the influence of recent organizational changes including force mergers and revised command structures on police performance in England and Wales. The structural reforms helped streamline management and improve cost efficiency, they often had unintended consequences for community engagement and public trust. Prasad Money Raj & Mohd Asli (2024) investigated the effects of shifting government and political restructuring on job motivation and satisfaction among Royal Malaysian Police officers. The government restructuring at the national level can have

ripple effects on police performance by undermining internal organizational stability.

In Egypt, Abdelmottlep (2021) did an Analysis of the Egyptian Police Response, the way to the Police Reform, focusing on post-2011 police restructuring efforts, including training overhaul and professionalization aimed at improving performance and legitimacy. The upgrading training structures had been promise but required stronger institutional commitment and oversight to affect police effectiveness.

In Ghana, Opare Darko et al., (2024) investigated Employee Retention and Organizational Performance: Evidence from Ghana Police Service to assess how restructuring practices related to human resource management influenced police performance at the Accra Regional Headquarters. The results indicated that restructuring of HR frameworks can directly improve organizational performance by reducing turnover and maintaining knowledge continuity.

In Rwanda, Ingabire, Wabala, & Dushimimana (2024) investigated how Team Building and Employee Performance at Rwanda National Police Headquarters, aiming to understand how internal organizational restructuring particularly through team-building initiatives impacts officer performance within RNP. The results demonstrated that team-building activities, viewed as restructure of internal interaction mechanisms significantly and positively influenced employee performance. The authors concluded that fostering clear goals, cooperation, alignment of values, and commitment through structured team building improves RNP performance.

In Uganda, Wagner (2020) assessed how restructuring accountability mechanisms affects police conduct and performance. The limited effect in altering crime statistics at district levels, suggesting a gap between attitudinal reform and operational performance. The reform-driven accountability training can shift officer behavior norms, but without integrating broader structural reforms like reorganization, command restructuring, or resource alignment these changes may not manifest in measurable service improvements.

Focusing on Kenya, Ngai (2022) investigated how restructuring efforts impacted job satisfaction among officers at the National Police Service Commission in Kenya. Findings revealed that operational, financial, and portfolio restructuring initiatives significantly and positively influenced employee job satisfaction. The study recommended that operational restructuring measures prioritize staff welfare, and that portfolio restructuring efforts should be transparent and equitable to preserve morale and enhance job satisfaction. Linturi and Muna (2021) examined the relationship between command

restructuring and the performance of police officers. Employing descriptive research design, the study integrated both qualitative and quantitative data analysis methods. Results revealed a statistically significant positive association between command restructuring and officer performance, with a correlation coefficient of 0.317 ($p < .01$), indicating that a unit change in command structure could result in a 0.317 increase in officer performance. Despite these improvements, some inefficiencies persisted. Consequently, the authors recommended implementing legal reforms to further optimize command structures within the NPS.

Mogere and Muna (2022) investigated the influence of police restructuring on officer performance in Nairobi City County, with a particular emphasis on the allocation of resources. The effective resource allocation had a significant and positive impact on police performance and recommended that resource distribution should be aligned with deployment requirements and task complexities. Additional research was suggested to explore how restructuring-driven police-community integration affects performance outcomes.

Nyaanga et al. (2025) assessed the role of change administration in enhancing service delivery within the NPS, focusing on organizational restructuring as a moderating variable. The findings demonstrated that change administration had a significant and positive effect on service delivery, and that this relationship was significantly moderated by organizational restructuring. The study recommended implementing a comprehensive performance management system that aligns individual contributions with institutional goals, supported by periodic evaluations and well-defined performance indicators to foster accountability and improve service outcomes.

Ngesa and Wanjala (2021), in their study titled Influence of Organizational Restructuring on Performance of National Police Service in Nairobi County, investigated how restructuring impacts job performance, coordination, and accountability among police officers. The results showed a significant positive relationship between organizational restructuring measured through reporting structures, functional integration, and chain of command and officer performance outcomes.

2.1 Theoretical Underpinning

The Resource-Based View (RBV) theory, initially conceptualized by Penrose (1959) and further advanced by scholars such as Wernerfelt (1984), Rumelt (1984), Barney (1996), and Dierickx and Cool (1989), asserts that an organization's performance and long-term competitiveness stem from the strategic management of its internal resources. The theory emphasizes the need to efficiently

and strategically manage organizational assets to formulate strategies that align with available capabilities.

Wernerfelt (1984) contends that an organization's competitive advantage arises primarily from its internal resources rather than its ability to adapt to external conditions (Ahmed & Othman, 2017). Barney (1991) defines these resources to include tangible and intangible elements such as capabilities, processes, knowledge, organizational culture, and information systems (Luján Salazar, 2017). Key resources contributing to competitive advantage and enhanced performance include employee skills, physical assets, organizational reputation, and brand strength (Ahmed & Othman, 2017).

Firms that possess resources that are valuable, rare, difficult to replicate, and non-substitutable can achieve a lasting competitive advantage (Ande et al., 2018). Leveraging such resources enables organizations to create greater value and improve the efficiency and quality of service provision (Mwikya & Khamah, 2020). Successful achievement of organizational goals is therefore contingent on recognizing and managing these strategic assets effectively (Karama et al., 2019). Furthermore, RBV supports the formulation of adaptive strategies that allow organizations to respond promptly to changes in the external environment (Krupski, 2017).

The theory accounts for competitive heterogeneity differences in firm performance through the concepts of resource heterogeneity and immobility (Stoelhorst, 2021). Resources that are not easily transferable or substitutable across firms can sustain competitive advantage, while imitable resources tend to provide only short-term gains (Campbell & Park, 2017). Consequently, managers must prioritize the acquisition and protection of resources that are rare, valuable, inimitable, and non-substitutable to preserve their competitive edge (Utami & Alamanos, 2022).

Nonetheless, the RBV has its drawbacks. Its static assumptions limit its relevance in fast-paced environments, and it often excludes smaller organizations due to the time and investment needed to develop strategic resources (Widjaja & Yuga, 2020). Additionally, critics such as Priem and Butler (2001) argue that RBV lacks operational specificity, offering limited direction on resource prioritization. In the context of this study, RBV is applied in providing a framework for understanding how the National Police Service (NPS) enhances its performance

by identifying, mobilizing, and effectively utilizing its internal resources to deliver high-quality services.

3. Methodology

This study was anchored on the positivism philosophy and adopted an explanatory research design to examine the relationships between technological innovation and organizational performance among officers of the National Police Service (NPS). The study targeted a population of 792 NPS officers, from which a sample of 266 respondents was determined. Stratified and simple random sampling techniques were employed to ensure representativeness across various ranks and departments within the service. Primary data was collected using a structured questionnaire, which was designed to capture quantitative responses related to the study variables. To ensure instrument reliability, Cronbach's Alpha coefficient was computed to determine internal consistency of the questionnaire items. Content validity was ascertained through expert judgment from specialists in policing and research methodology, while construct validity was established by conducting a factor analysis. Prior to data collection, the study obtained ethical clearance from the School of Postgraduate Studies at Moi University, and a research authorization permit from the National Commission for Science, Technology and Innovation (NACOSTI). This permit was later presented to the Inspector General of Police for final approval to access and collect data from NPS officers. The data collection process adhered to all ethical protocols, including voluntary participation, confidentiality, and informed consent. The collected data was analyzed using inferential statistical techniques, particularly correlation and regression analyses, to test the hypotheses and establish the relationships between technological innovation and organizational performance.

4. Results and Discussion

4.1 Correlation Analysis

Correlation analysis assessed the relationships between independent and dependent variables. Pearson's Product-Moment Correlation Coefficient (r) was used to quantify the strength and direction of these relationships, as summarized in Table 1.

Table 1 Correlation Analysis on restructuring and organization performance

		Performance	Restructuring
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Restructuring	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=248

The findings revealed a strong and statistically significant positive relationship between restructuring and the performance of the National Police Service (NPS), with a Pearson correlation coefficient of $r = 0.901$, $p = 0.001$. This suggests that the implementation of more comprehensive restructuring reforms is associated with marked improvements in institutional performance.

This finding agrees with Ngai (2022) that operational, financial, and portfolio restructuring initiatives significantly and positively influenced employee job satisfaction. It also concurs with Linturi and Muna (2021) that a statistically significant positive association between command restructuring and officer performance. Furthermore, it concurs with Mogere and Muna (2022) investigated the influence of police restructuring on officer performance in Nairobi City County, with a particular emphasis on the allocation of resources. Ngesa and Wanjala (2021), showed a significant positive relationship between organizational restructuring and officer performance outcomes.

5.1 Conclusion

The study concluded that there was a positive significant effect of restructuring and performance of NPS. Restructuring at NPS has improved workflow and processes, led to increased job satisfaction among employees. Restructuring of police services has enabled officers to contribute effectively to the growth and success of NPS.

5.2 Recommendations

1. The study recommends that NPS focus on restructuring programs that minimize resource wastage and optimize human and asset utilization toward strategic goals.
2. There was need for improved coordination, communication, and information sharing across ranks and with the community it should be enhanced to improve crime response and service delivery.
3. Policymakers should support the development of legal and regulatory frameworks that facilitate restructuring, such as revising the National Police

Service Act to enhance structural flexibility and decentralization.

4. There was need for police leadership to prioritize ongoing internal reforms, such as decentralizing decision-making processes, redefining reporting lines, streamlining operational procedures, and realigning departmental roles to enhance workflow and responsiveness.

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