

# Public Trust and Service Delivery in the National Police Service, Nairobi County, Kenya

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**Abstract:** Globally most countries have experienced totalitarian governments that have given the police forces a bad reputation hence, are in the process of reforming their service to enhance public trust. This study evaluated the effects of public trust on service delivery in the National Police Service (NPS) in Nairobi County, Kenya. It was anchored on the motive-based theory which involves inferences about motives and intentions of the police and reflects the concept of fiduciary trust. A pragmatic research philosophy that supports the simultaneous use of qualitative and quantitative methods of inquiry to generate evidence was adapted. An evaluation research design was used in the study. The study targeted 2100 police officers out of which a sample of 215 police officers was selected randomly. In addition, a corresponding number of 105 members were purposely selected. Questionnaires and a key informant interview guide were used to collect primary data. Qualitative data were thematically analyzed while quantitative data was analysed using descriptive and inferential statistics. The majority of the respondents were males aged between 26-35 years. The majority (62%) of the respondent police officers were not sure if there is a decrease in complaints against police officers. The majority (94%) of the respondents' members of the public did not have trust in the police service hence, cannot report cases of crime owing to fear of victimization. These aspects may have affected the implementation of police reforms as a result of the lack of a strong community partnership in crime prevention and police accessibility. Reforms have not improved the relationship between the community and the police officers given that human rights abuses and corruption are still prevalent among the officers resulting in a lack of public trust. The study concludes that public trust in the police service is very low, this could hamper service delivery. The study recommends full implementation of career guidelines on promotion, retraining police officers on human rights and emerging security threats, and police officers wearing body and dash cameras for accountability and transparency to build public trust.

**Keywords:** Public Trust, Service Delivery, Reforms, National Police Service

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## 1. Introduction

Public sector reform is a norm worldwide owing to factors such as internal reviews, public pressure, government decisions, and international interventions among others [40]. Most countries all over the world have experienced totalitarian governments where the national police forces have often been used to intimidate and rule citizens. This has given many police forces a bad reputation, hence being considered as part of the problem, rather than as the protectors of individuals' freedom of expression, religion, or

association. Most countries are in the process of reforming government institutions, such as the police service guided by the pillars of liberalism, democracy, and capitalism, are still facing the challenge of re-establishing the integrity of their police force.

Public trust is an essential element in both organisational and team phenomena hence have an effect on performance. Public trust allows individuals to justify their decision to contribute and allows individuals to freely exchange information and share knowledge that is critical to the success of collaboration [27]. Public trust is important to police institutions as they have to earn legitimacy from the

people, and public cooperation with the police is likely to support police performance when people perceive the police as trustworthy [17]. Essentially, if citizens get good quality police service, a positive evaluation will be formed, likewise, bad quality service received by citizens will lead to a negative evaluation [4].

Public trust is one of the key concepts that reinforce the bond between the police and the public, the level of trust the public has in the police reflects the extent to which people will be willing to cooperate or assist the police during criminal investigations and trials [6]. When citizens trust the police, they are more likely to cooperate with them by reporting crimes as well as enforcing societal norms. Individuals who believe police actions are procedurally fair are more likely to perceive them as legitimate and trustworthy institutions [35] and this boosts the efficiency and legitimacy of police actions [6].

Police reforms involve the development and implementation of measures that create police service-oriented towards meeting the needs of civilians and institutions. Democratic policing is above all else, policing in service of the people and goes beyond the requirement that the police adhere to the rule of law but uphold and promote key principles of integrity, respect for human dignity and rights, non-discrimination, fairness, and professionalism [10], [54]. Widespread collaboration and cooperation between the police and the public is impossible without mutual trust, respect and support and is essential for the success of public problem-solving strategies [30].

In the United States of America (USA), the decline in the public trust of the police is at least partially attributable to state and local police policies and practices [22] and the police need public acceptance and pursued their goals in cooperation with the public and decentralization of authority within the departments [46]. The police service can achieve public expectations by ensuring that procedures, actions, and practices of the police service are accountable to the people and there exists transparent internal management procedures and an external oversight body [5].

In Sweden for example, the current proposal for police reforms is in favour of the creation of a unified police service with the aim of addressing the disparities in the service. The creation of an independent review body with the remit to supervise both the police service and the security services is also being considered [49]. The police in Pakistan suffer from a poor reputation among a public that retains a highly negative view of the police role and mission. The police forces suffer from criticism inefficiency, and allegations of corruption, and there is a major disconnect and trust deficit between the police and citizens. As a result, service delivery, governance, and the performance of the police forces have been dissatisfactory [41].

During the past 50 years of independence and statehood for its countries, Africa has experienced massive cases of violations of basic human and peoples' rights associated with police enforcement of law and order during civil unrest, civil conflict, and military coups in many states [16]. "According

to Bayley post-independence political history of Africa has been one of authoritarian regimes and institutions, ranging from military dictatorships to the ubiquitous one-party state as most of the police forces have operated within that political culture. [5]" It was only in the early 1990s when most African states embraced democratic reforms, some began to undertake human rights training within their police service.

The Nigeria Police Force (NPF) had from its inception faced daunting challenges in its bid to fulfill its objectives of providing adequate security to Nigerians. This development has led to a series of reforms for the NPF which has not been consistent, at the end of the day. The drive towards reform by successive administrations is geared towards the maintenance of stable internal security where socio-economic activities are expected to thrive in which development is the ultimate objective [31]. There are many constraints facing the police reform agenda in the Democratic Republic of Congo occasioned by the negative effects of political allegiances of the police force on recruitment procedures, management, administration, and promotion. The progressive and regular interference in the neutrality of the police force lowers ethical standards and morale, contributes to the breakdown of discipline, and encourages corruption. The effectiveness of police reforms will handle nationwide security systems aimed at protecting citizens and promoting the rule of law [28].

Kenya has experienced massive cases of violation of basic human rights associated with police enforcement of law and order. The police in Kenya have long been accused of operating within a political culture characterised by impunity, excessive use of force, brutality, disregard for human rights, and corruption. It is with no unreasonable doubt that endemic corruption in the National Police Service (NPS) has greatly contributed to the widespread insecurity concerns witnessed in different parts of the country. This in turn has not translated well in the NPS's service delivery given the bribery indices, effectively dealing with security threats and bringing down crime to minimal levels [34].

The objective of police reforms in Kenya was to transform the police into a professional, efficient, and accountable police service that is trusted by the public. Previously under the banner of Governance, Justice, Law, and Order Sector reform program, the Kenya government had continued to pursue police reforms by recognizing the pivotal role the police institution played in the criminal justice system. This resulted in the introduction of the code of conduct and improving local police service delivery. This was in an attempt to shift from reactive to proactive policing that enhances crime reporting procedures, providing better equipment and technical assistance to promote intelligence-led investigations to improve the police image and public trust [55]. Police reform was one of the fundamental issues in Kenya following the promulgation of the new Constitution in 2010. The Kenya constitution aimed at earning the police, public trust for effective service delivery, hence the need for this study.

## 2. Literature Review

This study was anchored on the motive-based trust theory that involves inferences about motives and intentions of the police and reflects the concept of fiduciary trust. For powerful institutions such as the police, public trust is related to how the police use their authority to serve the best interest of those they are charged to serve and protect. The theory supports the notion that public trusts are a predictor of public satisfaction with police [53]. Institutional trust is the belief about the degree to which the police are honest and care for the members of the communities they police. This type of trust exists when members of the public view the police as being honest and competent authorities who exercise their institutional responsibilities on behalf of all citizens [51]. Evidence shows that when citizens perceive an institution as trustworthy, they are more likely to comply with the institution's demands and regulations [26].

Institutional approaches deal with a rather general form of trust, studies within the policing field focusing more on concrete attitudes, such as satisfaction with the treatment received by the police [48]. Trust is a state of mind that goes beyond tangible experience and deals with specific individuals occupying specific social roles [18]. Public perception of police trustworthiness implies that the public would display the right intentions towards the citizens and are capable of carrying out various tasks expected by the public, and such belief subsequently shapes expectations of future encounters with the police [21]. The public assessment of police trustworthiness is influenced more by their expressive concerns about neighborhood order and cohesion than by instrumental concerns about personal safety and crime.

The public expects the police service to be crime fighters as well as defenders of neighbourhood morals and values. Low community integration and high disorder and uncivilities are likely to erode public trust in the police because residents feel that the police fail to reassure the moral structure of the community [13]. Effective operation of the criminal justice system is dependent on the level of trust people have in the system. The police service is one of the foundations of the criminal justice system that must maintain high public trust if the system is to perform its mission to the fullest, by executing its duties with fairness, equity, professionalism, and firmness. This is important to police institutions particularly in democratic societies in which the police have to 'earn' legitimacy for their actions from citizens.

Trust is linked to the capacity of state police to provide basic citizen security. Trust, through its presumption of benevolence, dedication, and a shared ethical framework [45], also enables police legitimacy—the judgment that ordinary citizens make about the rightfulness of police conduct and the organisations that employ and supervise them [33]. When the public views police as legitimate or trustworthy, they cooperate with the police in ways that ensure the effectiveness of police performance. A deficit of trust in the

police is common in deeply divided, post-conflict, and post-authoritarian societies. Trust reduces complexity for individuals and provides them with a sense of security by allowing them to take for granted most of the relationships upon which they depend. Much of policing depends on the public willingness to cooperate in reporting crime, providing information and evidence, complying with police orders in stop and search situations, at major events, protests, and crime scenes [9]. The trustworthiness of police is understood to depend on perceptions of procedural fairness, perceptions of community engagement, and perceptions of police effectiveness [8].

In the USA, there is a perception of a lack of accountability at all levels of police interaction with the public. It is imperative to restoring police legitimacy and increasing public safety. In Latin American Countries, the level of public trust is only 7.5% on average. One of the predictable results of such level of mistrust is the reluctance to report a crime which in turn contributes to wide impunity like, in Costa Rica, where levels of confidence in the police are comparatively high in the region, only 23% of crimes are reported to authorities and 22% in Mexico [11]. In most countries, police forces do not appear to have the necessary capabilities to deal with crime.

In New Zealand, the majority (56-78%) of the population has trust and confidence in the police. However, the New Zealand police are working to achieve a 90% trust and confidence level by 2021 [14]. In Germany, trust in the police was loaded together with the courts and justice on a single factor and confidence in the work of the police linked to the organisation police and their members. Institutional trust is closely linked to individual trust which is an elementary part of social life. Individual trust influences people's opinion of the performance of governmental institutions [48]. Police legitimacy is essential to the ability of police to operate effectively in any given community and community trust or public trust is a key element of that legitimacy. Where trust is high, the public has confidence in the police to exercise their authority responsibly and is more likely to comply with police demands on them [14].

In Africa, scholarly work on public trust in police has been an ongoing exercise for decades because the level of trust in the police can determine the way the public responds to and supports the police in the fight against crime and criminality and ultimately can determine the effectiveness of the police organisation [44]. The Nigerian police still perform their functions with colonial mentality, by mere fiat, with brutality, and poor relationship with their community. The assumption is, the means justify the end. In other words, it does not really matter how they solve or unresolved the crime or the means used in getting statements from their witness and suspects even if it means making them undergo undue punishments and inhumane conditions, and in some cases using deadly force which may result in death [20]. Police accessibility in Nigeria for example was reached easily by the public when reporting a crime, asking for assistance, requesting their services, or making a distress call, which is a mirage. The

Nigerian police are corrupt, unfriendly, money extorters, intimidators, abusers of authority, and reaching out to them is a difficult process [44].

In the extensive study of police effectiveness and police trustworthiness in Ghana, Tankebe argued that the perception of police effectiveness exercises a direct impact on perceived police trustworthiness and concluded by stating that the influence of police effectiveness is powerfully mediated by the perception that the police are procedurally fair [50]. A similar observation was made by Tyler who argued that process-based judgments are more influential in determining levels of citizens' trust in the police than are either assessments about the effectiveness of police crime-control activities or judgments about the fairness of the distribution of police services and as such, police policies and practices explain the levels of trust and confidence the public will have in the police [52]. Skogan further contends that victims of crime are more critical of police work than others, and that trust in the police among victims emerges above all from policing that considers victims' experiences and needs [47]. Subsequently, citizens' personal negative experiences will easily erode trust. This argument is consistent with the assertion of Boateng who also believe that crime victims are concerned less about the effectiveness of the police but more concerned about treatment in encounters [6]. High rates of crime, especially of violent contact crimes, can, as in South Africa, significantly erode public trust and confidence in the police. When citizens perceive that such escalation in crime coincides with declining integrity and pervasive corruption among the police, they may prefer self-help or security provided by vigilantes [55].

From an analytic perspective of the police reforms undertaken in Kenya, since its formation to date the police has the experience that is almost similar to that of other post-conflict societies in Africa. Having adequate resources to provide long-term human, financial, and technical support to police reform is important, but at the same time, the need for long-term resources must be aligned with a clear vision of how the resources are to be used [23]. In a sharper focus on these police reforms, the challenges in Kenya gives rise to two questions: first, whether the political and social conditions for broad police reforms need to exist as a precondition when these reforms are being initiated in the country; and second, whether lessons for Kenya can be derived from countries that have implemented police reforms as part of their overall democratic reforms. Studies have persistently revealed the underperformance of the police in all public confidence surveys in Kenya with the suggestion that reforms had not influenced public attitudes towards the police [43, 55].

Public trust can enhance police effectiveness and the legitimacy of police actions [33]. It is founded on the development of partnerships between the police and the communities they serve to address issues of security and social disorder. The partnerships are focused on the delivery of police services that combine aspects of traditional law enforcement, crime prevention, and problem-solving. The

practice of community policing in Kenya seeks to expand the partnership to all other government agencies, the private sector, Non-Government Organizations (NGO's), and Civil Society Organisations (CSO's). The overall goal is to improve public safety and the quality of life for all persons and it falls on the premise that police alone cannot control crime and disorder and promote residents' quality of life [1]. Studies have also shown that when the public cooperates with the police by reporting crime, identifying suspects, and mitigating the social conditions that lead to crime, the police become more effective in their public safety role. Most of the crimes are solved because citizens report crimes and provide information to the police. Thus the perceived lack of trust in the police service results in what may be termed as the cycle of silence where there is neither any information from the public nor feedback to the community from the police [5]. A society characterised by mistrust between the police and citizens' decreases incentives for police reforms [32].

### 3. Methodology

The study was based on the pragmatism philosophy founded by Charles Sanders Peirce in the 1870s as a method of using scientific logic to clarify the meaning of concepts or ideas through investigating their potential relationship with the real world [24]. It supports the simultaneous use of qualitative and quantitative methods of inquiry to generate evidence that supports best practices. The study employed an evaluation research design that uses standard social research methods for evaluation purposes and a deductive-quantitative approach [12, 42].

The target population in the study was two thousand one hundred (2100) police officers stationed in police stations in Nairobi County, Kenya. Sample size determination was based on the Nassiuma, 2000 formula [56]. A sample of 224 was determined for the study. A sample of 224 police officers was picked using simple random sampling and an additional 50%, 112 to the police sample of respondents for the members of the public were purposely sampled. Five key informants were purposively selected from the NPS headquarters Directorate of Police Reform, KPS Gender and Community Policing, National Police Service Commission (NPSC) legal department, Independent Policing Oversight Authority (IPOA) research department, and from the International Centre for Transitional Justice.

A total of 336 questionnaires were administered and the return rate was 100%. After executing the survey, and review the responses provided in the questionnaires from an angle of legibility, completeness, consistency, and homogeneity, out of the 224 police officers who responded in the study, 96% responded to all the questions completely while out of the 112 members of the public who responded, 94% responded to all the questions completely and were thus eligible for analysis giving an overall 95% response rate. The response rate was excellent and acceptable for analysis since according to Babbie (2007) a response rate of 60% is good and 70% is very good for analysis and interpretation.

Secondary data was collected through document analyses; reports, minutes of meetings, available statistics, and documents that contained information on police reforms and police service delivery to validate the results obtained from the analysis of primary data. Primary data was collected using questionnaires with closed-ended and open-ended questions, interviews of key informants used key informant guide. Pilot testing was done to enhance the questionnaire. Reliability was tested using pre-tested data sets and Cronbach's alpha reliability of 0.724 was obtained which is statistically acceptable for this study. Validity was ensured through expert opinion from the research experts and professionals in police reforms and service delivery. Qualitative data were analyzed by use of thematic analysis while quantitative data was analyzed using both descriptive and inferential statistics. Inferential statistics was done through multiple regression analysis Chi-square tests of association were used to determine statistical and significant relationship or association between two categorical variables, Pearson and Spearman rank correlation analysis was used to determine the strength and direction of relationship or association between two quantitative variables. Research ethical standards of confidentiality and anonymity were observed.

## 4. Findings

### 4.1. Demographic Information

The results show that the majority (88.3%) of the respondent police officers were male while 11.7% of them are female ( $M = 1.117$ ,  $SD = 0.322$ ) while 61.9% of the members of the public are males while 38.1% are females ( $M = 1.381$ ,  $SD = 0.488$ ). Statistical tests for cross-tabulation of gender and department shows a Chi-Square value  $\chi^2_{2, 0.05} = 10.465$  of  $P = 0.005$  at 95% confidence interval at 2 degrees of freedom and Spearman Correlation  $R = -0.107$  at  $P = 0.118$  indicating a minimal association between gender and department.

The majority (63.6%) of respondent police officers are in the age bracket of 26-35 years, while 1.4% are 56 years and above ( $M = 2.481$ ,  $SD = 0.7550$ ), while 42.9% of respondent members of the public are in the age bracket 26-35 years, and 3.8% are in the age bracket 56 years and above. Education attainment of the respondent police officers is high as it is observed that 43.5% have a Diploma level of education, and 0.5% have a Master's degree ( $M = 4.864$ ,  $SD = 1.5368$ ), while the majority (41%) of the respondent members of the public have a Bachelor's level of education, and 6.7% have Master's degree as their highest level of education ( $M = 5.638$ ,  $SD = 1.9667$ ). In terms of police ranks, 0.5% are Superintendent of Police and 32.2% are Constables ( $M = 6.154$ ,  $SD = 1.8739$ ), and 43.9% are deployed in General Duty's department, 38.3% are deployed in the Crime Office

department and 17.8% are deployed in the Traffic Department at the station level ( $M = 2.261$ ,  $SD = 1.1224$ ), while most (40.7%) of the respondent police officers have served in the police for between 6 and 10 years, while 6.5% have served for 20 years and above ( $M = 2.261$ ,  $SD = 1.1224$ ).

### 4.2. Complaints Against Police Officers

The results on complaints against police officers are presented in Figure 1. The results show that the majority (62%) of the respondents who were not sure if there is a significant decrease in complaints against police officers, 20% strongly disagree, 15% agree while 3% disagree.

*....the International Centre for Transitional justice has been keen in trying to that ensure justice is served to the numerous victims of police brutality and human rights violations (Respondent K4).*

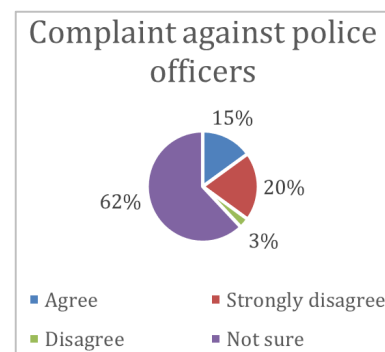


Figure 1. Complaint against Police Officers.

One of the key informants said:

*....the NPS has established complaints redress mechanisms and those in the service have been vetted by the NPSC to ensure those found to be unfit are removed from service. This allows the police Internal Affairs Unit (IAU) and the IPOA to deal with personnel with clean records devoid of complaints (Respondent K1).*

The majority (60.3%) of the respondent police officers were not sure if members of the public had trusted in them. 18.7% strongly disagree, 14.5% disagree, 5.1% agree while 0.5% strongly agree ( $M = 2.533$ ,  $SD = 0.8701$ ). The findings in Table 1 indicate half (50.5%) of the respondent police officers are not sure whether lack of public trust towards the police has affected the implementation of police reforms, 32.2% strongly disagree, and 11.2% disagree, 3.7% agree, while 2.4% strongly agree ( $M = 2.327$ ,  $SD = 1.0416$ ), while 38.1% of the respondent members of the public agree, 21.9% strongly disagree, 20% disagree, 16.2% strongly agree, while 3.8% are not sure ( $M = 3.067$ ,  $SD = 1.4562$ ).

Table 1. Trust of the Police Reforms Implementation.

Trust of the Police and Reforms Implementation (%)	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std. Dev.
Police Officers	32.2	11.2	50.5	3.7	2.4	2.327	1.041
Members of the Public	21.9	20	3.8	38.1	16.2	3.067	1.456

Over 40% of the respondent members of the public disagree that there exists a strong community partnership in crime prevention at the station level, 30.5% agree, 18.1% are not sure, 10.5% strongly disagree while only 1% strongly agree. However, one of the key informants said:

*....the members of the public have a role to play in the society through such initiatives like the Nyumba Kumi (ten households) initiatives which is a sub-set of community policing and through the use of the multi-agency approach in building a partnership to pull resources to fight crime (Respondent K1).*

About 30.5% of the respondent police officers disagree that the reforms can improve the relationship between the community and the police, 24.8% agree, 21% strongly disagree, and 14.3% are not sure while 9.5% strongly agree. This implies that the respondents who were over 65% believed that the reforms cannot improve the relationship between the community and the police. Approximately 38.1% of the respondent members of the public disagree that accessibility to police officers at the station has been enhanced 24.8% agree, 17.1% strongly disagree 10.5% are not sure, while 9.5% strongly agrees ( $M = 2.713$ ,  $SD = 1.2764$ ), 40% agree human rights abuse were still prevalent in the police and are frequently reported, 26.7% disagree, 17.1% strongly disagree, 10.5% strongly agree while 5.7% are not sure ( $M = 3.000$ ,  $SD = 1.3373$ ). From the key informants,

Another key informant said:

*...corruption is so severe and rampant thus creating despair amongst the members of the public. It has gotten to the core of the service and undermining the police reform agenda. There is a need to uproot the rogue officers. There are 5 indicators (prevalence, impact, frequency, size of the bribe, the share of the bribe (Respondent K4).*

While 57.1% of the respondent members of the public strongly disagree there is reduced corruption in the police as police officers these days do not demand favours before service delivery, 22.9% disagree, 17.1% agree, 1.9% strongly agree and 1% was not sure ( $M = 1.838$ ,  $SD = 1.1939$ ).

From the key informants, one said:

In addition, as shown in Figure 2, 43% of the respondent

members of the public are dissatisfied with the police reforms to ensure adequate public safety, 26% are very dissatisfied, 15% are satisfied, 13% are unsure while 3% are very satisfied.

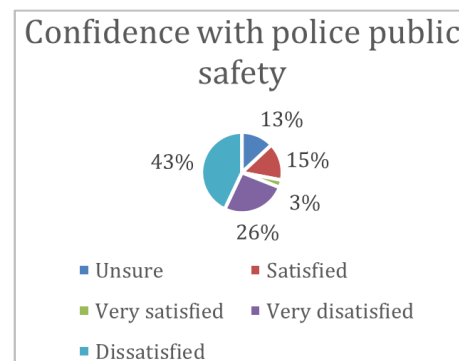


Figure 2. Confidence with Police Public Safety.

The significance critical value was set at 0.05 for the correlation test above which the association is deemed to be insignificant and vice versa. The strength of the correlation was measured based on the Pearson Correlation scale. The null hypothesis was  $H_{01}$ : There is no statistically significant relationship between public trust and service delivery in the NPS in Nairobi County, Kenya. The correlation coefficient for the association between public trust and service delivery is -0.122 with a significance value of 0.074 which is more than 0.05 at the 5% level, hence the null hypothesis is accepted. Multiple regression analysis models adopted by this study in Table 2 indicate the R squared of 0.080, meaning facilitation and responsiveness can only explain 8% of service delivery variations with a small error of 0.93207 and as such this is a very weak model as the difference of 92% of the variations are as a result of other factors. Another informant said....

*....human rights abuse has not been reduced and we still have a long way to go in terms of how we members of the public view the police. Cases of police brutality are still rampant. The commission itself which was established as a result of the reform initiative has not been properly articulated in the reform agenda (Respondent K2).*

Table 2. Regression Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.284 <sup>a</sup>	0.080	0.063	0.93207

a. Predictors: (Constant), Facilitation and Responsiveness, Legal Framework and Professionalism, Public Trust and Police Attitude.

## 5. Discussion

The findings infer that the majority of the respondents are males which is not consistent with the national gender distribution in which females are approximately 51% of the national population [25]. It implies the police are yet to

achieve the two-thirds gender rule in employment and subsequent deployment of police officers in all the stations, especially in Nairobi County yet the police are required to ensure there are more female police officers to ensure the sexual and gender-based violence that target majorly the female victims are responded to effectively by female police officers. The highest composition of the respondents



is that of the age category 26-35 years. This is very significant as most of the crimes committed in Nairobi County are committed by the youthful population, the majority of who are unemployed or are seeking gainful employment. This also shows that the respondent police officers are still in their youthful age and have the capability to internalize reforms owing to flexibility and adaptability at this age.

The respondents attained high levels of education to provide in-depth information regarding police reforms that are consistent with the study by Alpert & Dunham [2]. Education and training also ensure organisational and institutional development and sustainability and thus when considering the implementation of police reforms and the training opportunities given to the police officers who require specialised training for reforms, that can only be achieved through quality educated staff [36]. Educated officers have better oral and written communication skills, are more tolerant in their dealings with citizens, adapt better to organisational change and are generally professional and have fewer administrative and personal problems [34]. There are significantly more males than females in all three departments and this can be explained by the nature of the profession. Most women do not venture into security affairs as it is seen as a masculine profession. The higher the police rank, the more experienced the officer is, which suggests a higher level of investment in skills development. This suggests that such an officer has more responsibility and capacity in the actualisation of the police reform agenda. Experience is an important aspect of police reforms and this could be seen from the respondent's years of experience where the majority have good institutional memory having worked long enough to clearly understand what needs to be changed and this is key in determining service delivery as part of the police reforms implementation.

The study determined that there is no significant decrease in complaints against police officers as over 62% of police officers reported not being sure if there is a significant decrease in complaints against police officers. However, measures have been put in place to ensure that the complaints against the police by the police or by members of the public are addressed to a logical conclusion by both the IAU and the IPOA. Over 94% of the members of the public do not have trust in the police service and cannot report cases of crime to police without fear. The findings are inconsistent with a study by Olutola and Bello in Britain in which 76% of the respondents had trust in the police and 57% were satisfied with the police in their area [38]. However, the study is consistent with the findings of Bradford in which direct contact with the police officers appears to have the strongest influence on trust [7]. Unsatisfactory police contact has a strong negative impact on trust in the police while satisfactory contact only has confidence enhancing effect.

About 94% of respondent police officers are not sure or disagree that lack of public trust towards the police has affected the implementation of police reforms while

54.8% of the respondent members of the public agree lack of trust has affected the implementation of police reforms. The findings are consistent with the findings of Paliszkievicz in which organization and individual trust are appropriately valuable based on the belief that another individual or group or organisation is competent, open and honest, concerned, reliable, and identified with common goal norms and values lacking in the NPS [39]. Community willingness to trust the police depends on whether they believe that police action reflects community values and incorporates the principles of procedural justice and legitimacy [13].

The findings further reveal that over 68.6% of members of the public are not sure or disagree that there exists a strong community partnership in crime prevention at the station level. The study findings are an indication that community participation in crime prevention at the station level is still very low, yet the community relationship is especially important when improving the effectiveness of police service delivery [15].

From the study findings, over 65% of the respondent police officers believe the reforms cannot improve the relationship between the community and the police. The findings are not consistent with Ogada's study in which he found that good police-civilian relations create the condition for an effective partnership to evolve between the police and the public to understand each other's roles and expectations [37]. This in turn boosts confidence and the relationship strengthens accountability and demonstrates that the police respect and care about people's rights and needs. Approximately 65% of the respondents' members of the public are not sure or disagree that police officers are not accessible at the station level. The findings are consistent with a study by Heskett in which police services are considered essential since they enhance the quality of life of the people and service delivery is fulfilled when organisation goals and objectives are meant to satisfy the needs of the customer and other stakeholders are realised [57].

Over 50.5% of the respondents' members of the public agree human rights abuse is still prevalent in the police. The findings are not consistent with a study by Mbote and Akech in which they found out that Kenya has ratified most of the important International and Africa human rights treaties, most of them without a great delay from the time they are adopted by the relevant international bodies [29]. In line with the common law tradition, Kenya applies the dualist approach to international treaties which does not have a direct effect on domestic law and requires implementing legislation, implying the police does not strictly operate based on treaties including the bill of rights, Chapter four of the Kenya Constitution 2010 [58].

Further, 80% of the respondents' members of the public reported corruption is still prevalent in the police. Persistent corruption in the police represents a systematic failure of governance wherein the principal institutions responsible for ensuring police governance, the observance of ethics and integrity standards, and enforcing the rule of law are

compromised and infested by both corrupt individuals and syndicates. This causes despair amongst the members of the public. The findings are consistent with a study by Hope in which 70% of Kenyans pay bribes and the perception of corruption by institutions was highest for the police at 75% followed by government officials and members of parliament at 46% and 45% respectively [19]. Corruption in the police service in Kenya hinders efforts to deal with violations of human rights and arbitrary arrests [3]. “According to Hope, police corruption was found to exist in some form in almost all police services across the globe, a direct reflection of the state of corruption in the society, due to lack of resources such as adequate pay and the basic equipment to function as police offices that leads some of the police officers to engage in corruption [19].”

Over 69% of members of the public still lack confidence in the police to ensure adequate public safety and are dissatisfied in the light of the police reforms. The police are generally regarded as corrupt and oppressive and have failed to secure the confidence and cordial cooperation of the people. The findings are consistent with a study by Jackson and Bradford in which the experience and perception of procedural fairness foster in people’s feelings of motives-based trust in and shared group membership with the authority concerned [21].

## 6. Conclusion

The study concludes that public trust is fundamental to police service delivery as police officers’ behaviour during encounters with the community can build and enhance public trust. Lack of public trust has affected the implementation of police reforms resulting in a weak community partnership in crime prevention at the station level. Accessibility to police service has not been enhanced at the police station level and human rights abuses are still prevalent in the NPS in Nairobi County. Case of police corruption in terms of officers demanding favours before service delivery is persistent causing despair amongst members of the public. The study concludes that despite the ongoing reforms program in the NPS, public trust is still very low hence hampering service delivery in the NPS in Nairobi County, Kenya.

## 7. Recommendations

- 1) The police should engage more in partnership with the community who are the consumers of their services to enhance police reforms.
- 2) The study recommends the implementation of career progression guidelines as part of changing the organisation culture in promotion has been abused.
- 3) The training curriculum should include human rights issues, preventive and punitive measures to corruption, and emerging security threats.
- 4) Use of body and dash cameras to complement the Integrated Command Control and Communication

cameras based at NPS headquarters for transparency and accountability.

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