



IMPLEMENTATION OF INSTITUTIONAL FACTORS OF THE NATIONAL POLICE SERVICE REHABILITATION PROGRAM AND PERFORMANCE OF OFFICERS IN NAKURU COUNTY

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ABSTRACT

Rehabilitation Program in NPS is a program initiated and started by government of Kenya in order to improve performance and well-being of police officers. The program has been instituted and rolled out for implementation by the government to help strengthen the officers' welfare and their relationship with their colleagues for law and order to exist. The purpose of the study focused on implementation of institutional factors of the national police service rehabilitation program and performance of officers in Nakuru County. Specifically the study sought to establish the effects of institution facilitation on performance of National Police Service Officers in Nakuru County. In addition the study sought to assess the effects of beneficiary support on performance of National Police Service Officers in Nakuru County. A survey research design was adopted with questionnaires and interviews being utilized to gather data from the study participants. Data was analyzed and presented using the SPSS software (version 22) and spreadsheets. The researcher applied probabilistic sampling method employing simple random sampling to obtain the sample size. This was selected in order each person in the population has nonzero likelihood of being included in the sample. The sample was 106 officers both junior and senior officer from the National Police Service. A pilot study was conducted in Nakuru West Sub County where 10 questionnaires were distributed to police officers and other employees. Statistical Package for Social Science was used to generate the statistics for analysis where the ANOVA test was conducted. Descriptive statistics involved the use of frequencies, percentages measures of central tendencies, (Mean), use of standard deviation. The results were presented in tables. From the findings the study concluded institution facilitation has a positive significant effect on the performance of National Police Service Officers in Nakuru County. The study further concluded that there is a strong positive relationship between beneficiary support and performance of National Police Service Officers in Nakuru County.

Key Words: *Rehabilitation Program, Performance of Officers, Beneficiary Support and Institution Facilitation*

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INTRODUCTION

The World Health Organization (2021) defines rehabilitation as a series of actions that help people with disabilities attain their best level of functioning when interacting with their surroundings. Rehabilitation programs in police officers are designed to reduce recidivism among officers who have been cautioned by their supervisors with an intention to improve their behaviors, skills, mental health, social functioning and beneficiary support to their colleagues. Rehabilitation program in members of NPS have been significantly influenced staff capacity. An employee has the chance to talk about their problems and establish a positive coping strategy through workplace counseling (Mcleod, 2010). Counseling clients frequently express great satisfaction and a strong belief that it was instrumental in their problem-solving. Significant reductions in anxiety and depression levels are linked to rehabilitation. Additionally, problem-solving rehabilitation includes the treatment of depression by methodically identifying, producing, selecting, and evaluating solutions (Cuijpers, Van Straten & Warmerdam, 2017). According to Wago (2015), skill development in psychology counseling may aid clients, especially those in the police service, in recognizing how maladaptive problem-focused coping methods may contribute to experiences of psychological discomfort and personal problems. In NPS Workplace counselling is provided in the hospitals where the officer undergoes through the rehabilitation program in psychological therapy.

Performance gauges how effectively a worker is advancing the organization's, mission, vision, and objectives (Mathis & Jackson, 2008). It assists in determining whether a person fulfills their obligations and tasks appropriately and is essential to the success of a business. As per the Elnaga and Imran (2013), performance encompasses all factors that either indirectly or directly relate to or have an impact on employees' capacity to do their duties. Planning, monitoring, developing, grading, and rewarding are the different categories. Police

performance is defined as the methods used by officers in public settings to encourage direct or indirect engagement with people who are not officers. In actuality, this refers to the mundane tasks performed throughout policing operations. Due to the practical outcomes they seek, police departments are not only major but also necessary public institutions (Moore & Braga, 2003). The prevention of disputes, which have an impact on social order and people's daily lives, is closely tied to these outcomes. Thus, the basic goal of police work is to establish a setting where individuals can exercise their legal rights and go about their daily lives in a legal manner.

Statement of the Problem

In order to realize vision 2030, the government has committed to assisting the NPS in becoming a dynamic, contemporary institution that is well-versed in 21st century policing issues and is professional, innovative, and well-reasoned. 2018–2022 Strategic Plan According to article 244(a) of the COK, 2010, the Kenya Police Training College, Kiganjo, has the responsibility of educating personnel to the highest values of capability and integrity to uphold human rights and dignity. Running rehabilitation programs for police officers is one of the duties. The program addresses the gaps created when trained officers go to the field and the officer cannot perform as per the Service Standing Orders and COK of Kenya. Officers who have attended rehabilitation program are not ready to support effected officers and this notes that there is a great concern in the NPS. Misconduct violations, post rehabilitation attitude from the officers who have not attended rehabilitation program and staff capacity (counsellors) at the rehabilitation Centre have become a great concern therefore the study sought to conduct a study on implementation of institution factors of the national police service rehabilitation program and performance of officers in Nakuru County

Research Objectives

To establish the effects of institution facilitation on performance of National Police Service Officers in Nakuru County.

To study the effects of beneficiary support on performance of National Police Service Officers in Nakuru County

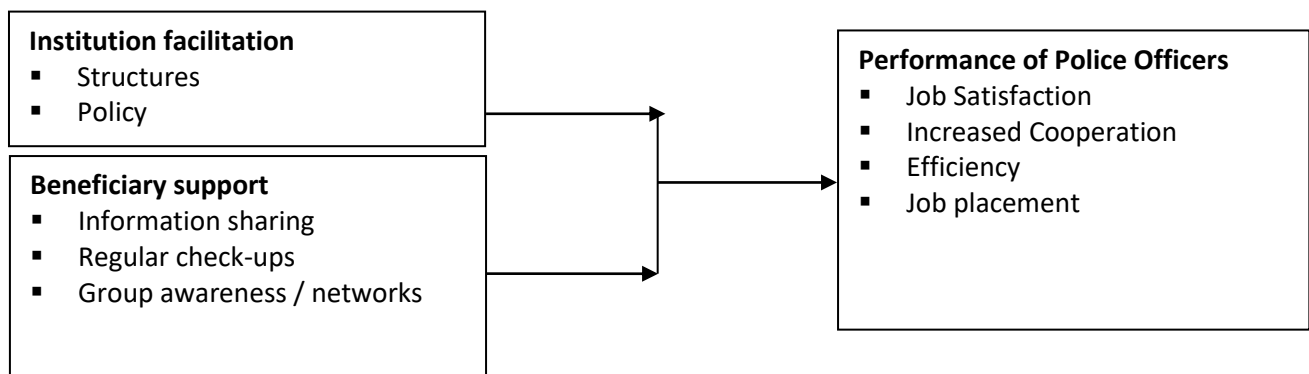
LITERATURE REVIEW

Behavioral Learning Theory

By evaluating the familiarities, effects, and learnt connections produced as a result of experiences, the theory seeks to explain human behavior. There is discussion of the various lineages of the behavioral perspective, including operant conditioning, classical conditioning, functional contextualization, and cognitively mediated

behavioral theory as well as the therapeutic applications that result from each. Common objections are addressed in the context of the ongoing development of behavioral theory and how the ideas relate to social work practice. The central rule of behaviorism posit that individuals acquire new characteristics through interactions. Therefore, learning theory demonstrates that the environment has a significant impact on behavior than biological influences. The research will be able to comprehend implementation of the National Police Service Rehabilitation Program and performance of officers in terms of whether behavior or social structure setups help attain the stated aims with the help of the two theories. The theory is relevant in explaining the ne behavior change resulting from rehabilitation program and how such behavior change can affect the performance of officers

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

The research utilized a descriptive design technique. The researcher adopted survey type of research in order to gather information from the population. The research targeted a population of 2,500 police officers and staff of the National Police Service from Nakuru Sub-counties. The eleven (11) sub-counties are Kuresoi North, Kuresoi South, Molo, Njoro, Rongai, Subukia, Bahati, Naivasha,

Gilgil, Nakuru Town West and Nakuru Town East. The target population encompassed senior officers, junior officers, and non-uniformed staff. The researcher applied probabilistic sampling method employing simple random sampling to obtain the sample size. The sample size was 106 officers both junior and senior officer from the National Police Service. The study utilized the questionnaire and was supplemented with interview guides in the

primary data collection. A questionnaire involved a set of research questions intended for obtaining data from the respondents. The research after developing a questionnaire carried out a pilot test. The researcher conducted a pilot study in which 10 questionnaires were distributed to police officers and other employees in the Nakuru West Sub County in order to test the instrument's reliability. In data analysis, descriptive statistics was used by adopting dispersion in order to know the extent to which distribution is stretched. The investigation results were presented in tables. Statistical Package for Social Science (SPSS) was utilized to generate

the statistics for analysis where the ANOVA test was conducted.

FINDINGS AND DISCUSSIONS

The study issued 106 questionnaires to police officers and staff of the National Police Service from Nakuru Sub-counties. Out of which this number, 93 questionnaires were properly filled and returned, this represented 88% response rate.

Gender of the Respondents

The respondents were requested to indicate the gender distribution of the respondents. The result is indicated in Table 1.

Table 1: Gender of the Respondents

Gender	Frequency	Percentage
Male	65	30
Female	28	69
Total	93	100

From the findings 69% of the respondents were male while 30% of the respondents were female. This implies that majority of the employees were male respondents. Sahay & Cihak (2018) contend that as there are still more male employees working in public institutions than there are female

employees, more women should be employed to guarantee gender equality

Highest Education Qualification

The respondents were requested to indicate their highest education qualification. The findings is indicated in table 2

Table 2: Highest Education Qualification

Education Qualification	Frequency	Percentage
Primary School	2	2
Secondary School	23	25
College/University	68	73
Total	93	100

From the findings 2% of the employees had primary school education, 25% had secondary school education while 73% had college/university education. This implies that majority of the respondents had college/university education. The results support Omori & Basse's (2019) observation that an employee's degree of education affects their productivity. Higher educated employees often perform better. The academic certifications or degrees a person has earned are indicators of education level attained. More

educated workers often have a wider range of talents. The effectiveness of a human resource officer is determined by their degree of education. Highly-educated human resource officers often perform better.

Effects of Institution Facilitation on Performance

The researcher sought to establish the effects of effects of institution facilitation on performance of National Police Service Officers in Nakuru County. The findings are as indicated in Table 3.

Table 3 : Effects of Institution Facilitation on Performance

Institution Facilitation	SA	A	U	D	SD	Mean	Std.
Rehabilitation program sometimes lacks clarity	64	29	2	5	0	4.403	0.778
Rehabilitation program lacks teamwork among personnel	54	30	8	5	3	4.307	0.738
Rehabilitation program is not well understood	38	38	4	11	9	4.145	0.807
Rehabilitation program is limited to all police officers	43	34	7	5	11	4.387	0.869
Rehabilitation program take a long term to be implemented	60	32	5	3	0	4.438	0.731
There is unequal treatment of officers under the NPS Rehabilitation program	58	32	10	0	0	4.424	0.729
The purpose of the Rehabilitation program is not clear to them.	48	40	3	5	4	4.181	0.513
Officers with work related issues are assisted	40	48	4	8	0	3.984	1.032

From the findings, 64% of the respondents strongly agreed that rehabilitation program sometimes lacks clarity, 29% of the respondents agreed that rehabilitation program sometimes lacks clarity, 2% were neutral while 5% disagreed that rehabilitation program sometimes lacks clarity with a mean of 4.403 and a standard deviation of 0.778. Further, 54% of the respondents strongly agreed that the rehabilitation program lacks teamwork among personnel, 30% of the respondents agreed that rehabilitation program lacks teamwork among personnel, 8% were neutral, 5% disagreed while 3% strongly disagreed that rehabilitation program lacks teamwork among personnel with a mean of 4.307 and a standard deviation of 0.738. According to Eldar & Marincek, (2018) in rehabilitation centers groups are more likely to perform well when individuals work together effectively as a team. This harnesses the individual skills, knowledge and talents of each member. Good teamwork in rehabilitation centers can produce an effect greater than the sum of individual efforts. This is particularly true in physical and rehabilitation medicine, where the work of separate specialists and professions combines to direct treatments

toward patient-oriented goals. It is important that a team has common goals, structured meetings and agreed processes for decision-making and accountability.

In addition, 38% of the respondents strongly agreed that the rehabilitation program is not well understood, 38% of the respondents agreed that rehabilitation program is not well understood, 4% were neutral 11% disagreed while 9% strongly disagreed that rehabilitation program is not well understood with a mean of 4.145 and a standard deviation 0.807. Moreover, 43% strongly agreed that rehabilitation program is limited to all police officers, 34% agreed, 7% were undecided 5% disagreed that rehabilitation program is limited to all police officers while 11% strongly disagreed that rehabilitation program is limited to all police officers with a mean of 4.387 and a standard deviation of 0.869. According to Kullmann, (2018) patients (including police officers) who suffer a cardiac event are encouraged to enroll in a cardiac rehabilitation program. These programs are intended to help patients recover by restoring their “optimal physiological, psychological, social,

vocational, and emotional status” Unfortunately, the concept of occupation-specific training for those who have physically demanding jobs is nonexistent in the typical cardiac rehabilitation setting

In addition 60% of the respondents strongly agreed that rehabilitation program take a long term to be implemented, 32% of the respondents agreed, 5% were neutral while 3% disagreed that rehabilitation program take a long term to be implemented with a mean of 4.438 and a standard deviation of 0.731. The findings further indicates that 58% of the respondents strongly agreed that there is unequal treatment of officers under the NPS rehabilitation program, 32% of the respondents disagreed 10% were undecided while none of the respondents disagreed nor strongly disagreed with a mean of 4.424 and a standard deviation of 0.729. In addition, 48% of the respondents strongly agreed that the purpose of the rehabilitation program is not clear to them, 40% of the respondents agreed that the purpose of the rehabilitation program is not clear to them, 3% were undecided, 5% disagreed while 4% strongly disagreed with a mean

of 3.984 and a standard deviation of 1.032. Finally, 40% of the respondents agreed that officers with work related issues are assisted 48% agreed, 4% were undecided while 8% disagreed that officers with work related issues are assisted with a mean of 3.984 and a standard deviation of 1.032. The study findings conquers with those of Kandie (2019) who found that National police services have a work-based intervention program designed to assist employees in resolving personal problems that may be adversely affecting the employee's performance. An employee assistance program traditionally have assisted workers with issues like alcohol or substance misuse; however, most now cover a broad range of issues such as child or elder care, relationship challenges, financial or legal problems, wellness matters and traumatic events like workplace violence

Effects of Beneficiary Support on Performance

The researcher sought to establish the effects of beneficiary support on performance of National Police Service Officers in Nakuru County. The findings are as indicated in Table 4.

Table 4: Effects of Beneficiary Support on Performance

Statements on Beneficiary Support	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std
Rehabilitation has no clear policy	49	39	10	2	0	4.351	.767
Lack of better technologies to respond incidents	48	39	6	4	3	4.345	.692
Officers at rehab lack NPS leadership support	44	38	7	7	4	4.273	.689
There is slow incident investigation and mitigation	62	32	3	3	0	4.604	.670
Materials and information are unavailable	48	39	6	4	3	4.345	.692
Sometimes there is poor record keeping	44	38	7	7	4	4.273	.689
Lack of proper participation and cooperation in making rehabilitation programs.	63	37	0	0	0	4.375	.713

From the findings, 49% of the respondents strongly agreed that rehabilitation has no clear policy, 39% of the respondents agreed that rehabilitation has no clear policy, 10% were neutral while 2% disagreed that rehabilitation has no clear policy with a mean of 4.351 and a standard deviation 0.767. Further 48% of the respondents strongly

agreed that lack of better technologies to respond incidents, 39% of the respondents agreed that lack of better technologies to respond incidents, 6% were neutral, 4% disagreed while 3% strongly disagreed that lack of better technologies to respond incidents with a mean of 4.345 and a standard deviation of 0.692. The study findings

disagrees with the findings of Nachama, (2019) who found that smart technology in National Police service proven beneficial to criminal investigations. For instance, police investigators can harvest evidence from vehicle computers that record speeds and other data and from smart devices. Traditionally, police officers run license plate numbers through their mobile computer while they are on patrol to identify missing people, wanted suspects and stolen vehicles. However, this method of investigation is time-consuming and produces limited results. Hence the introduction of smart technology to harness more evidences.

In addition 44% of the respondents strongly agreed that officers at rehab lack NPS leadership support, 38% of the respondents agreed that officers at rehab lack NPS leadership support, 7% were neutral 7% disagreed while 4% strongly disagreed that officers at rehab lack NPS leadership support with a mean of 4.273 and a standard deviation of 0.689. The findings further indicates that 62% of the respondents strongly agreed that there is slow incident investigation and mitigation, 32% of the respondents agreed that there is slow incident investigation and mitigation, 3% were neutral while 3% disagreed that there is slow incident investigation and mitigation with a mean of 4.604 and a standard deviation of 0.670.

In addition, 48% of the respondents strongly agreed that materials and information are unavailable, 39% of the respondents agreed that materials and information are unavailable, 6% were undecided 4%

disagreed while 3% strongly disagreed that materials and information are unavailable with a mean of 4.345 and a standard deviation of 0.692. The findings further indicates that 44% of the respondents strongly agreed that sometimes there is poor record keeping, 38% of the respondents agreed that sometimes there is poor record keeping, 7% were neutral, 7% disagreed while 4% strongly disagreed that sometimes there is poor record keeping with a mean of 4.273 and a standard deviation of 0.689. Finally, 63% of the respondents strongly agreed that lack of proper participation and cooperation in making rehabilitation programs, 37% agreed that lack of proper participation and cooperation in making rehabilitation programs while none of the respondents strongly disagreed that lack of proper participation and cooperation in making rehabilitation programs with a mean of 4.375 and a standard deviation of 0.713. The study findings are in line with those of Robey & Sahay, (2018) who noted that rehabilitation programs often suffer from a compartmentalization and lack of integration of the different components of the rehabilitation programs, as well as a lack of coordination and collaboration with other sectors essential to ensuring integration responses to crime and violence such as the health, education and social welfare sectors.

Performance of National Police Service Officers

The researcher sought to establish the performance of National Police Service Officers in Nakuru County. The findings are as indicated in Table 5.

Table 5: Performance of National Police Service Officers

Statements on Performance of NPS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std
Lack of better follow up services lead to rehab center	48	39	6	4	3	4.345	.692
There is slow perception of officers from rehab	44	38	7	7	4	4.273	.689
Materials and information are unavailable to assist recovering	40	55	0	2	3	4.145	0.807
Sometimes there is no support after rehab	49	33	12	3	3	4.452	0.592
There is lack of proper participation and cooperation in by colleagues	56	32	3	5	4	4.145	0.921
Lack of better follow up services lead to rehab center	69	27	3	1	0	4.152	0.834

Key: SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree

From the findings, 68% of the respondents strongly agreed that the lack of better follow up services lead to rehab center, 23% of the respondents agreed, 2% were neutral, 4% disagreed while 3% strongly disagreed that lack of better follow up services lead to rehab center with a mean of 4.345 and a standard deviation of 0.692. Further 44% of the respondents strongly agreed that there is slow perception of officers from rehab, 38% agreed that there is slow perception of officers from rehab, 7% were undecided while 7% disagreed while 3% strongly disagreed that there is slow perception of officers from rehab with a mean of 4.273 and a standard deviation of 0.689.

In addition, 40% of the respondents strongly agreed that materials and information are unavailable to assist recovering 55% were agreed, none of the respondents were undecided, 2% disagreed 3% strongly disagreed that materials and information are unavailable to assist recovering with a mean of 4.145 and a standard deviation of 0.807. Moreover, 49% of the respondents strongly agreed that sometimes there is no support after rehab, 33% agreed that sometimes there is no support after rehab, 12% were undecided, 3% disagreed while 3% strongly disagreed that sometimes there is no support after rehab with a mean of 4.452 and a standard deviation of 0.592.

In addition, 56% of the respondents strongly agreed that there is lack of proper participation and cooperation by colleagues, 32% agreed that there is lack of proper participation and cooperation by colleagues, 3% were undecided, 5% disagreed while 4% strongly disagreed that there is lack of proper participation and cooperation by colleagues with a mean of 4.145 and a standard deviation of 0.921. The findings further indicates that 69% of the respondents strongly agreed that lack of better follow up services lead to rehab center 27% of the respondents agreed, 3% were neutral while 1% disagreed with a mean of 4.152 and a standard

deviation of 0.834. The study findings are inconsistency with those of Thairu, (2018) who found that lack of follow up during relapse stage may lead to rehabilitation admissions. During emotional relapse, individuals are not thinking about using. They remember their last relapse and they don't want to repeat it. But their emotions and behaviors are setting them up for relapse down the road. Because clients are not consciously thinking about using during this stage, denial is a big part of emotional relapse.

CONCLUSIONS AND RECOMMENDATIONS

Concerning institution facilitation the study concluded that the rehabilitation program is not well understood by police officers. Moreover, the study concluded that rehabilitation program take a long term to be implemented. The study further concluded that there is unequal treatment of officers under the NPS rehabilitation program. In addition, the study further concluded that the purpose of the rehabilitation program is not clear to them. Finally, the study concluded that there is significant positive relationship between institution facilitation and performance of National Police Service Officers in Nakuru County ($r=0.394$ and $p<0.05$). Thus, the results indicate that institution facilitation enhance performance of National Police Service Officers in Nakuru County.

In relation to beneficiary support and performance of National Police Service Officers in Nakuru County the study concluded that rehabilitation has no clear policy. Further the study concluded that there is lack of better technologies to respond incidents. In addition the study concluded that officers at rehab lack NPS leadership support. The study further concluded that there is slow incident investigation and mitigation. In addition, the study concluded that materials and information are unavailable. The study further concluded that there is a strong positive relationship between beneficiary support and performance of National Police Service Officers

in Nakuru County ($r=0.572$ and $p<0.05$). The results demonstrate that beneficiary support enhances performance of National Police Service Officers in Nakuru County. The results demonstrate that beneficiary support enhances performance of National Police Service Officers in Nakuru County.

One of the most significant reasons for low motivation levels among police officers is their low pay. Police officers in Kenya earn relatively low salaries compared to other public sector employees. The government should increase police officers' salaries and provide them with better benefits, such as health insurance and retirement

plans. This would help to improve their morale and motivation.

Concerning institution facilitation the study recommended that the government should invest in improving the infrastructure of police stations and other police facilities. This includes providing adequate office space, equipment, and vehicles to enable police officers to carry out their duties effectively. For instance, providing computers and internet connectivity would enable police officers to access information and communicate with each other efficiently.

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