

INFLUENCE OF POLICE PARTICIPATION IN HOUSING POLICY ON PERFORMANCE OF POLICE OFFICERS IN MACHAKOS COUNTY, KENYA

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ABSTRACT

The focus of this research is to establish the influence of police participation in housing policy on performance of police officers in Machakos County, Kenya who have experienced compromised performance and results due challenges on police housing policy implementation in place. Literature was reviewed to understand the concepts of police participation in housing policy and performance of police officers in Machakos County using different empirical studies as well as future studies to be conducted. This study focused on the global regional and local perspective of police participation in housing policy in both an intensive and extensive and to evaluate its influence on performance of police officers. The study comprised of theories and empirical work on police participation on housing policy specifically, resource based view theory, symbolic interactionism theory and public policy implementation theory that guided the study. The study targeted 759 respondents who included 123 senior police officers, 605 junior general duty officers working in different stations, 23 nyumba kumi representatives and 8 security committee members and a sample size of 354 respondents. Data collection instruments included questionnaires and interview schedule. Quantitative data such as descriptive statistics (mean, percentages and frequencies) were used to analyze data. Inferential statistics such as linear regression model was also used in analyzing data and determine the relationships between study variables. The results were then presented in tables. The responses that was provided by the senior officers was analyzed qualitatively and was interpreted and presented in narrative form and themes based on study objectives. The study provided important insights to the government, National Police Service, Machakos County police commander and the communities on the police participation in police housing policy implementation on the performance of police officers and areas to be addressed to ensure improved service delivery. The study findings showed that police participation in police housing policy implementation had a positive and significant influence on performance of police officers in Machakos county ($p < 0.05$). The study recommends that the National police service commission should ensure full participation of officers in police housing policy since they are the key stakeholder to ensure that officers are satisfied with the policy implementation and encourage performance.

Keywords: Police participation, housing policy implementation, performance of police officers.

INTRODUCTION

The concept of police performance has elicited intellectual debates for many years, with empirical studies showing that the aspect of high performing police officers differs from

place to place and station to station (Vila and Taiji, 2019). In today's environment, organizations such as the law enforcement sector are faced with changes in technology, competition, regulations, policies, globalization, community demand and expectations among many aspects. The environment is very competitive and is changing at an accelerating rate leading to a high level of uncertainty and these developments affect police performance. The many changes in policies in the law enforcement has an impact on their objectives and this makes it not easy for police officers to remain viable in a long run (Goodman and Truss 2014). Therefore, in order to improve their performance and reverse this trend, law enforcers should come up with better strategies and policies and enable the police officers recover positive performance and one of the ways undertaken is police participation in police housing policy (Miller and Grau 2014).

In the United Kingdom, Morris (2016) contended that the police Housing Coordinator made significant progress in order to provide and enable police officers to access rented accommodation that is affordable to them. The officers in the London City police and metropolitan police recruited on September, 1994 were entitled to housing allowances since some of the officers especially the forces in the South East in London and Metropolitan Police had challenges in finding affordable housing. This was undertaken in order to achieve optimal efficiency and effectiveness in performance and police services delivery to the citizens of UK. The police housing project and policy implementation depended to a large extent on the effectiveness of the ways used to finance the police housing sector through availability of resources, various stakeholders (police) are actively participating including the law enforcers and there is thorough monitoring and evaluation of the police housing projects. In India, in 2014, the state government formulated an inclusive policy on police housing, which was completed in three months. Patil (2014) found out that stakeholder participation who include the officers were some of the key elements that influenced implementation of the police housing policy hence this led to their improved performance. The policy did not only look at housing for police staff who are still serving, but also the retired police staff still occupying police quarters. This is because the police officers were living in houses that were old, and had dilapidated buildings (Patil, 2014)).

According to Patil (2014) report, the efforts improved the quality service delivery of police officers. In Uganda, police housing policy objective is promoting a progressive realization of adequate police housing for all and is guided on the principle of availing the necessary resources such as funds, active police participation, partnership, involvement of the security ministry, owners of land, private sector, cooperatives, financial institutions and individuals. In Kenya in the year 2018, a new housing policy for the National police service had been prepared and launched by the President. The policy provided for the housing management in the National Police Service (NPS) which focuses on providing accommodation that is decent for all police officers. The policy sought to ensure that all police staff are housed adequately through directly providing them with standard housing amenities and units or house allowances. It also provided defined criteria for allocating and managing the houses in the service. The implementation of the police housing policy in Kenya was considered through provision of available resources such as funds and participation of the police officers. The implementation of the policy was also monitored, evaluated and reporting done on periodically to assess achievement of the objectives. Data was obtained from reports submitted by the service, field visits, surveys and it also required commitment of the service as provided for through an established institutional framework. Recently, in 2019 police officers occupying government houses were required to pay rent and cater for their own utilities and service costs therefore they introduced house allowance given according to their

ranks (NPS, 2019). This was considered greatly to improve the officers' conditions of living as well their families and in order to assist police officers integrate more with the members of the public they serve to enhance effective and efficient performance in terms of quality service delivery, crime rates reduction and the number of arrest they would make in a day to apprehend criminals. Thus, it was against this background that there was need of investigating the influence of police participation in housing policy on performance of police officers with reference to Machakos County.

Police Housing Policy Implementation in Kenya

The Kenyan National Housing Policy, Sessional Paper Number 3 of 2004 provides guidelines for estate management and maintenance. The Kenyan constitution states that every individual has the right to affordable as well as accessible housing and to a reasonable standards of sanitation. For a long time, the National Police Service has been viewed negatively when it comes to issues relating to housing (National Police Service Commission, 2018). Research and Surveys from IPOA (2018) also indicated that deplorable conditions of living officers face as they carry out their duties and this has led to their reduced morale and esteem affecting their performance and productivity. The commission recognizes the need for descent housing as part of the Government Big four development agenda as well as the role of the service in supporting the realization of Vision 2030. This necessitated the development of the Housing Policy to guide the provision of descent housing members of the National Police Service.

The Kenyan constitution mandates the National Police Service Commission to review all matters the national Police Service Commission to provide a policy that provides for the housing management in the police service with a focus on provision of housing, establishing standards of housing, uniform procedures for allocation and introduces provision on maintenance of the houses for members of the NPS. Therefore, with the implementation of police housing policy officers had peace of mind as they perform their duties knowing that one of their basic needs, shelter has been considered and taken care of and this boosts their performance (NPS, 2018). The policy covers issues related to provision of house allowance to all police officers, provision and allocation procedures for housing in the service, prescribed standards of police houses and housing for specialized units.

Systematic Literature Review

Police participation in housing policy refers the process used by police officers and are involved in developing housing policies and in a planning or decision-making process for the purpose to achieve accepted outcomes in police housing policy implementation goals (Morris, 2016). Preuss & Lautsch (2012) carried out a study in the United States and examined how employee participation and job insecurity affects the commitment and satisfaction of employees. They tested these by using a data set where management, staff and government sources were targeted in 15 hospitals in the United States single metropolitan region. They found out that commitment and satisfaction of workers increases as long as the type of staff participation in place increased the input of the worker and job control. They concluded that the incorporation of the information and ideas from employees led to flexibility, quality of products and productivity may improve in the organization. The above study was done in a different organization (hospitals) in USA, the current study was conducted among police officers in Kenya.

A study conducted by Topolnytsky et al. (2015) on the effects of affective commitment on employee's job involvement in the law enforcement in North America. A meta-analysis was

done in assessing the links among commitment, affective and continuance to the organization and connections between the three types of commitment and variables correlated in Three-Component Model. The study found a very positive connection between affective commitment and involvement of work among employees. Affective commitment which is a result of participation of workers in making decisions was found to have the favourable and strongest link with employee attendance, organizational citizenship behaviour, performance and employee-relevant outcomes such as stress and work–family conflict. The above study examined effects of affective commitment on employee’s job involvement in the law enforcement, the current study investigated the influence of police participation in housing policy on performance of police officers.

In Western Europe, the EPOC Research Group (2016) did an investigation research on direct participation in ten (10) European countries and six thousand (6,000) general managers were participating in this survey of the scope, coverage and intensity of various types of direct participation. They found that direct participation in 83 percent of the workplaces in countries in the Western Europe, with consultations made in permanent groups leading at 44 percent in the workplace, 30 percent are permanent and 13 percent temporary, followed by individual consultation at 33 percent, individual delegation at 11 percent and group delegation at 14 percent. Sweden and Netherlands had the high scores in direct types of participation in the work places at 90 percent and 89 percent. This was meant to explain that in all the workplaces in these countries types of direct participation existed and positive impact of direct participation were found to influence performance outcomes such as performance improving economically and this included cost reduction, time reduction, improved quality of services and product and increased output. There was also decrease in direct labour costs in form of reduction in number of employees and managers. The above reviewed study was done in Western Europe, the present study was done in Kenya to fill the gap.

In Canada, Williamson (2018) did a study on expansion of decision making of employees and its effects on contribution to firm value in an environment of informal reward. The study results indicated that participating of employees in decision making, provides the staffs with the opportunities to utilize their information privately which led to better organizational decisions and ultimately improving the organization’s performance.

Ravenswood (2011) carried out a research regarding employee’s well-being, participation and productivity, in the sector of residential aged care in Sweden. The findings of the study indicated that the connection between productivity, participation and wellbeing of employees are integral to each other. Specifically, the manager’s productivity approach influenced the way in which participation of employees in the workplace was implemented. It was established that representative participation that was effective had an influence that was positive on wellbeing of an employee. The choices of managers’ were significant to employee participation however, they were guided by the external factors and structure of the organization. The above study was based in Sweden using online questionnaire while the current study was based in Kenya using questionnaire and interview schedule.

Khattak, Iqbal & Bashir (2012) carried out a case study in Islamabad police station, Pakistan on employee involvement and participation at work. The research focus was to examine the involvement and participation of police at workplaces. The findings showed that the dissatisfaction of job among the police can be reduced by employing involvement and participation practices through increasing its frequencies. The involvement and participation practices included briefing of the team, groups solving problems, employee opinion surveys,

employee information on staffing increased the job satisfaction of employees which would eventually increase performance.

Noah (2008) examined the worker participation level in decision making of management within the Nigerian working environment. Results showed that workers in organizations proved a high interest in participating in the process of making decisions in their respective work areas. There was a significant link between involvements of employees' in decision making as well as between frequencies of consultation and commitment to the organization among employees'. In the analysis the study was focusing on comparing the results, from the findings of 10 different similar reviews. The review found out that all the other reviews had one major conclusion and was that participation had an average statistically significant impact on the satisfaction and performance among employees. The study of Noah (2008) was done in Nigeria but the current study was done in Kenya and focused on police participation and police performance.

Prisca (2011) examined participation of employees in decision making and its impact on productivity where ROCANA Nig Ltd, Government Printing Press and GOSTAK Nig Ltd publishing outfits were investigated in Enugu. Employees and managers were the population to be studied. The study revealed that participative making of decisions does not include management participation at all levels and there was a positive connection between management participation management and productivity this meant that management participation resulted in improved productivity. The efforts of investment in the participation practice was seen to be yielding the desired output in terms of increased productivity. The perception among the workers and managers were diversified with regard to participation.

Wainaina, Iravo & Waititu (2014) investigated the employee's participation in decision making and its effect on organizational commitment of academic staffs' in Kenyan public and private universities. Targeting all the academic staff in the universities, the findings indicated that participation of employees in decision making significantly influenced the organizational commitment of university academic staffs. The reviewed study engaged the use of in-depth face-to-face interview to collect data. This study, in addition to the above methods also used questionnaire and unlike the above study employed qualitative research design, the present study was through a descriptive survey research design.

Kubaison, Gachunga and Odhiambo (2014) explored the contribution of direct participation practices of employee's performance of an organization. The study findings indicated that there is a strong link between direct participation practices of employees and performance of state corporations in Kenya. However the study also found out that the most preferred mode of participation is direct participation, compared with direct individual based participation. The reviewed study looked at the contribution of direct participation practices of employee's performance of an organization and the current study looked at how police participation in housing policy affected the performance of police officers. The study was also based in Nairobi County using a case study while the current study was conducted in Machakos County.

Methodology

The research adopted a mixed method research design. Mixed method was used since the study used both qualitative and quantitative approaches to obtain attitudinal and factual information. Creswell and Plano Clark (2011) state that this approach ensures a greater extent of understanding to be formulated than if a single approach was used in specific studies. The

measurement of variables included the independent variables, the intervening variable and the dependent variable. The independent variable was police participation in housing and performance of police officers was the dependent variable. The measurements of performance of police officers was measured using Crime Rate Reduction, service response time, Quality Services and enforcement productivity (number of arrests, stop and freeze touch). The study was carried out in police stations and posts within Machakos County. The study targeted 759 respondents who included 123 senior police officers, 605 junior general duty officers working in different stations, 23 nyumba kumi representatives and 8 security committee members and a sample size of 354 respondents. Data collection instruments included questionnaires and interview schedule. Quantitative data such as descriptive statistics (mean, percentages and frequencies) were used to analyze data. Inferential statistics such as linear regression model was also used in analyzing data and determine the relationships between study variables. The results were then presented in tables. The responses that was provided by the senior officers was analyzed qualitatively and was interpreted and presented in narrative form and themes based on study objectives. The equation for linear regression employed was as follows:

$$Y = \alpha + \beta_1 X_1 + \varepsilon \text{ Error rate}$$

Where: -

Y--dependent variable (Performance of police officers)

α -- Constant

β_1 - Coefficient

ε -- Error term

X_1 = Police participation in housing policy

Findings

The objective of the paper was to identify the influence of police participation in housing policy on performance of police officers in Machakos county. The study analysed this objective using findings from both junior and senior officers, county commanders, security committee members and nyumba kumi representatives in Machakos County. The researcher opted to measure this objectives using respondents' information since they have the required knowledge on the subject under study. Furthermore, the study focused on views from them regarding police participation in housing policy and police performance, therefore respondents' views were the most suitable focus for measuring the variable. The researcher looked at various indicators of police participation in housing policy that could have an effect on performance of police officers such as joint decision making, cooperation. Thus, the study findings have been presented in two sections; descriptive and inferential statistics using the regression analysis.

Table 5.1.1 Police Participation in housing policy and Performance of Police Officers

Statements		SA	A	UD	D	SD	Mean
The use of police participation in housing policy enhances performance of police officers	F %	46 22.0	92 44.0	24 11.5	28 13.4	19 9.1	3.56
The police officers were not involved in the implementation of housing policy thus has affected their performance	F %	44 21.1	77 36.8	32 15.3	38 18.2	18 8.6	3.44

Joint decision making in police housing policy has helped me execute my duties effectively within my duty station	F	48	83	23	38	17	3.51
	%	23.0	39.7	11.0	18.2	8.1	
All the police officers are cooperative in implementing the police housing policy in their area of jurisdiction and has positively influenced their performance.	F	61	87	18	28	15	3.72
	%	29.2	41.6	8.6	13.4	7.2	
Grand Average Mean							3.56

n=209

Key: SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree, Des-descriptive.

Source: Researcher Data, (2021)

Table 4.9 shows that 66.0% of the junior police officers agreed that the use of police participation in housing policy enhances performance of police officers, 11.5% were not sure and the remaining 22.5% disagreed with the statement. The statement's mean value was 3.56 implying that the officers agreed to the statement. These findings support the findings of Khattak, Iqbal & Bashir (2012) who found that the job dissatisfaction among the police can be reduced by embedding employee involvement and participation practices and by enhancing its frequencies. The study findings also showed that 57.9% of the officers agreed that the police officers were not involved in the implementation of housing policy thus has affected their performance, 15.3% were undecided and 26.8% disagreed as shown with a mean value of 3.44. This shows that the officers agreed to this statement since it is above the average mean. The findings contradicts those of Wambugu (2016) who found that stakeholder participation, identification and being involved are very critical in the housing projects of administration police services in Kenya since it allow for quick resolution of housing problems thus improving performance.

Further, it was established that 62.7% of the officers agreed that joint decision making in police housing policy has helped them execute their duties effectively within their duty station, 11.0% were not certain and 26.3% disagreed (Mean=3.51). These findings are in agreement with those of Kibet (2018) who found that participation of administration police regularly to identify, initiate and plan the government leased housing projects since they are the beneficiaries and stakeholders enhances good performance. This is because majority of them will be on the same page in order to foresee the same outcome of the project and enough housing for efficiency in policing. It was also clear that 70.8% of the officers agreed that all the police officers are cooperative in implementing the police housing policy in their area of jurisdiction and has positively influenced their performance, 8.6% were undecided and the remaining 20.6% disagreed to this statement. The mean value for this statement was 3.72 meaning that the officers agreed to this statement.

From the above findings, it illustrated that police participation in housing policy had a positive effect on performance of police officers as the junior officers' ratings were in agreeing and motivates them to be committed in their work and offer quality services to the general public in Machakos county a shown with an average mean of 3.56. This finding thus implied that that the more police officers are allowed to participate in decision making regarding police housing policy such as accepting to be paid house allowance, renting outside the station in order to integrate police officers with communities and neighborhoods they serve, and be involved in policy design, the better they performed and this would be seen

through reduction in crimes, less complaints from the public, responding to public services or incidences in time and many others.

Regression Analysis

The study computed regression analysis to determine whether police participation in housing policy had a significant influence of performance of police officers in Machakos County. The findings are as shown in tables below.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.452 ^a	.205	.201	.58580

a. Predictors: (Constant), Police Participation in housing policy

The R² in this model was 0.205, which meant that police participation in housing policy explained about 20.5% of the variation in performance of police officers. The adjusted R square was 0.201 thus the study predicted 20.1% to a large extent, police participation in housing policy and its effects on performance of police officers. The findings are in agreement with Ontiri (2018) who indicated that there was a significant influence of participation of employees on service delivery within the Nairobi Water and Sewerages Company.

Table 4.11 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.187	1	18.187	53.000	.000 ^b
	Residual	70.691	206	.343		
	Total	88.878	207			

a. Dependent Variable: Performance of Police Officers
b. Predictors: (Constant), Police Participation in housing policy

The ANOVA results in Table 4.11 revealed that police participation in housing policy was a significant predictor of Performance of police officers ($F=53.000$, $p=0.000$, < 0.05). This means that police participation in housing policy really influences their performance in Machakos County. It explained a significant number of the variance in police performance. The findings concur with Gallup (2018) survey findings who found that better performance such as customer metrics and employee productivity were all measurably better due to employee engagement. Further, Ontiri (2018) also indicated that there was a significant influence of participation of employees on service delivery.

Table 4.12 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.403	.180		13.349	.000
	B	.358	.049	.452	7.280	.000

a. Dependent Variable: Performance of Police Officers

The findings in Table 4.12 also showed that police participation in housing policy was an important element to performance of police officers ($\beta = 0.358$; $t = 7.280$; $p=0.000$, < 0.05). This finding indicated that improvement on police participation in housing policy through information sharing, joint decision making and police cooperation would significantly lead to performance of police officers in Machakos county and vice versa. The above findings

concur with the findings of Chikeleze (2020) that participation of employees' significantly contributes to quality of service delivery, reduced work error, enhanced better implementation of policy, increased satisfaction on the job and better directed the efforts of employees' towards the goals of the organization.

Therefore the equation:

$Y=2.403+0.358X_2$, meaning that when police participation in housing policy is increased by 1 unit, police performance increased by 0.358 units.

Suggested Research Agenda

Various studies have been conducted on housing policy and performance of police officers. It has become apparent from this review that there are a number of inconsistencies that portray significant gaps. While most of the studies employed cross sectional survey and descriptive research design, the current study adopted mixed method research design. Some current research has focused on housing projects done in the discipline forces (Wambugu, 2018) but failed to look at how police participation in housing policy can affect the performance of police officers. Therefore, it is recommended advanced research in this area, for instance, Vivi (2020) who found that stakeholder participation, planning process and resource allocation are very critical in the housing projects of administration police services in Kenya and recommended research to be done mainly about a comparative analysis on performance of police housing projects at different years that will require more attention. In the same context, there is need for further research to focus on the critical success factors in the adoption of best practice housing policy models.

Limitations and Conclusion

The study was systematic, therefore, it has some limitations that could represent opportunities for future research. At first, this study did not measure all the police participation in housing policy aspects, rather it seeks to demonstrate the unique effect of police participation in housing policy on performance of police officers. Also, this study has limited its analysis to combination or the adverse effects of different indicators of police participation in housing policy.

In conclusion, the current study tested the general importance of police participation in housing policy on performance of police officers. The current study findings support the hypothesis that police participation in housing policy is considered an important determinant of police performance. Accordingly, future research could be assembling with other practices which are less important than those tested in the current study, such as reporting, decision making and cooperation. Therefore, further research could be tested the interactive effects between different elements of police participation in housing policy for investigate the antagonistic effects among them in predicting various type of performance. Lastly, it is mixed method study, and has mainly focused on the security (police) in Machakos County, Kenya. Given the growing importance of other sectors in Kenya, there will be increased demand for knowledge of other sectors, to see if there are any similarity in the findings, as per compared with the disciplined force. As such, these sectors could be serve as a research setting in future research.

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