Influence of Community Policing Practices on Sustainable Performance among The National Police Service In Uasin Gishu County.

[1] James Mutahi Wairimu [2]Dr. Josphat Kwasira
[1]Master of Business Administration (Strategic Management Option)
[2]Lecturer, Jomo Kenyatta University of Science and Technology

ABSTRACT
Uasin Gishu County has seen an increase in crime incidences. Arson, assault causing actual bodily harm, being drunk and disorderly, burglary and breakings, creating disturbance, cyber-crime and defilement are some of the crimes reported in Uasin Gishu County. This upward trend in criminal cases and no interventions to reduce it will discourage domestic and foreign investments. The main objective of the study was to assess the effects of community policing on sustainable performance among the national police service in Uasin Gishu County, Kenya. The study was guided by Contingency Theory. This study adopted descriptive survey research design. The target population was 384 respondents. Total sample size was 196 respondents. Stratified random sampling was used where the population was put into 12 stratus. The researcher used a questionnaire and interview schedule as research instruments. A pilot study was done to ascertain the validity and reliability of research instruments. The study used descriptive statistics and inferential statistics to anlayze data. Descriptive statistics was done using frequency percentages, means and standard deviation of each variable. Inferential statistcs involved correlation and regression model analysis. The data was analyzed using the Statistical Package for Social Sciences (SPSS Version 25). The study presented study results on statistical significance of each individual regression coefficient. The β coefficient was significant to be used for multiple regression as community policing practices (β_2=0. 214, p<0.05). The study also recommends that the police should always be taught on the importance of police partnership with the community.
Key words: Community policing, crime scenes, sustainable performance.

I.   Background to the Study

Sustainable performance is the harmonization of strategies, financial, environmental and social objectives in the delivery of core services in order to achieve the organization's vision, mission and goals (Chardine & Botta-Genoulaz, 2014). It helps to answer the question as to whether a person executes his job, duties and responsibilities in the right manner and it is a critical factor in the success of the organization (Laeeq, Shahzad Ramalu & Fareed, 2016). Police performance can be said to be the procedure adopted by police in the public space which promote direct or indirect contact with non-police. Administrators or police administrators ought to know how to assess the police in order to determine the activities of such internal regulations (Tiwana, Bass & Farrell, 2015). The use of crime statistics as a success metric needs evidence of the relationship between a decline in crime and an improvement in the efficiency of the police service.

Strategic change management is the process of articulating a potential version of achievement for an organization by preparing, directing, and managing the organization's activities to work towards a desired position (Stouten, Rousseau & De Cremer, 2018). Strategic management is concerned with how vision, purpose, and goals are established through the creation of a plan of action that can be used as a guide to designate useful strategies in various functional areas (Dzwigol et al, 2019). As a result, it is noteworthy that top-level management prepares direction for functional or operational management within a company. Strategic management determines whether a company will survive, die, or perform well (Galán-González & Barroso, 2015).

Change management practices include involving those that was impacted by the change, diligent preparation, careful and delicate implementation, and, most importantly, consultation with relevant stakeholders (Chemengich, 2018). Organizations nowadays operate in a constantly evolving world that is volatile and full of competitive challenges from rival organizations, pushing them to adopt strategic change management practices. This transition must be deliberate, well-planned, and executed in order to result in desired positive change rather

than harmful negative change. Competent staff and successful internal organization processes are needed for strategic change management and long-term success. Failure to adapt to change in a timely and effective manner leads to organizational failure.

Community policing involves the three core elements; that is building community relationships, problem solving, and implementing community policing organizational features (Miller, Hess & Orthmann, 2013). Community policing allows law enforcement agencies, staff, and the people they serve to form interactive collaborations (Cordner, 2017). Community policing is a law enforcement philosophy that requires officers to operate in the same neighborhood for an extended period of time in order to form deeper bonds with the people who live and work there. Instead of responding to events after they occur, public safety officers may communicate with local residents and deter crime from occurring. The main aim of community policing is for officers to develop partnerships with residents, including through municipal agencies, in order to minimize social disorder hence improving the sustainable performance of the community at large (Cordner, 2017).

In Canada, concerns have emerged over the readiness of police agencies to adapt to change. Good police performance enables social capital, strengthens communities, and helps build civil society. Since 2003, Canada's national police force, the Royal Canadian Mounted Police (RCMP), has used human performance technology to improve performance in more than 300 sites across Canada and also as a core part of the RCMP leadership talent pipeline (Duxbury, Bennell & Murphy, 2018). However, the fundamental changes that have taken place in the safety and security landscape over the past few decades have not been reflected in police institutions. Community stakeholders feel the forces for change exceed the barriers, while police stakeholders perceive the reverse, strong drivers of change are largely external to the police service. Also, key barriers to change were internal to the police service, and police culture is a strong barrier to change (Duxbury, Bennell & Murphy, 2018).

In Uganda, change is constant and necessary and while change management practices and objectives may differ from organization to another, all face the same imperative (Aupal, Ngaka & Odubuker, 2016). Change management is driving an increasing need for organizations to adapt quickly and adeptly to dynamic market conditions. However, some Local Governments have continued to perform below the expectations of decentralization which is evidenced by poor quality services and inadequate service delivery to the citizens. Performance in Uganda Local Governments in terms of service delivery, quality of services provided to the community wanting. Changes which happen in Local Governments in Uganda are driven by legislative actions which rarely happen (Aupal, 2017).

The Kenya Police Service is guided by the vision of being world class police service, with a people-friendly, responsive and professional workforce (Gachie, 2017). Their mission is being committed to providing quality police service to meet the expectations of citizens by upholding the rule of law, creating and maintaining strong partnerships for a conducive social, economic and political development of Kenya (Miring'u, 2017). Police service core values is being proactive and responsive in the discharge of their duties: to exercise integrity and courtesy at all time; to cultivate and maintain partnership with all stakeholders; to create and maintain team spirit within the service; to be fair and firm in all our undertakings; to maintain a disciplined and professional workforce; to be gender sensitive; and to promote, protect and respect the human rights of our customers (Lemarleni, Ochieng, Gakobo & Mwaura, 2017).

Consequently, over the years before and after independence, the Kenyan police have been the primary violators of human rights instead of protectors of human rights. However, like every other agency, the protection arena and other police departments have been reformed for consolidation purposes. The constitution's promulgation in 2010 has led to some policing changes (Constitution of Kenya, 2010). Despite the reform process, the policemen have still been in short supply of the quality policing facilities the Kenyans require. In addition, public confidence on Kenya's police has eroded due to excessive use of force, abuse of due process and malignant corruption.

Statement of Problem

National Police Service should always maintain law and order in local areas by protecting members of the public and their property, preventing crime, reducing the fear of crime and improving the quality of life for all citizens. However, incidences of crime that have been on an upward trend in Uasin Gishu County including arson with 4.1%, assault causing actual bodily harm with 28%, being drunk and disorderly with 21.3%, burglary and breakings with 43.4%, creating disturbance with 5.9%, cyber-crime with 0.9% and defilement with 7.2% (National Crime Research Center, 2020). All above crime percentage in Uasin Gishu County are above the national percentage. This upward trend in criminal cases and no interventions to reduce it will discourage domestic and foreign direct investments, reduce firms' competitiveness, and reallocate resources, creating uncertainty and inefficiency. There was less money for other services such as education and healthcare. This crime rate will also cost individuals through guilt at having become the victim of crime and feelings one could have prevented it (whether or not this was at all possible). Psychological effects such as anger, depression, or

fear, which, in serious cases, can cause sleeplessness, flashbacks to the offense, or Post-Traumatic Stress Disorder (PTSD). Being a victim or a perpetrator of the crime can generate negative labor market outcomes', including lower wages and longer and more frequent unemployment spells because of decreased productivity and psychological costs. Therefore, there is the need to establish the strategic change management practices and sustainable performance among the national police service in Uasin Gishu County, Kenya. Some notable research on strategic change management strategies and sustainable performance has been undertaken on a variety of organizations. For example, Kipkemboi (2013) conducted a study focused on Rivatex East Africa Limited to determine the strategic change management mechanism, noting that it begins with goal setting. Further, Namoso (2013) addressed the issues affecting organizational change management in the Kenya Police Service in Mombasa County and Nyongesa (2013) addressed the complexities of policy execution at the Kenya Police Service. Mensah (2019) study used mixed methods research design which included use of both structured questionnaires and interview. However, the current study adopted descriptive survey research design using questionnaires. Mwangi (2018) found out that lack of proper facilities, logistics, and training materials, lack of infrastructure, lack of encouragement, and an insufficient number of instructors are among the main occupational and structural issues confronting police training schools. This creates conceptual gap on researching on community policing practices and sustainable performance. Mwaura (2019) study used Focus Group Discussions and Observation Check Lists collect data for the study. However, the current study filled the gap by using questionnaires to collect data for the study. Further despite many of the research that was conducted centered on the methods of strategic change management rather than how they affected an organization's sustainable performance. In light of this, the current study sought to establish the strategic change management practices and sustainable performance among the national police service in Uasin Gishu County, Kenya.

Research Objective
The study was guided by the following research objective:

To assess the influence of community policing practices on sustainable performance among the National Police Service in Uasin Gishu County.

Research Hypothesis
H_{01} Community policing practices has no significant influence on sustainable performance among the National Police Service in Uasin Gishu County.

Theoretical Review
Contingency theory was proposed by Fred Edward Fiedler (1964). The theory posits that organizations must adapt their structures in order to appropriately respond to their specific environments. If a police agency adapts properly, it was effective and efficient. Contingency Theory helps implement successful leadership style, by being a dominant leader this challenges professional police managers to devise an integrated productive organization that takes into account both traditional organization theory and more contemporary organization theories. In addition, the environmental factors of workplace culture, politics, stakeholders, funding and resources, the media and unofficial information distributions way police organizational behavior considerably as well.

The theory assumes that; there is no one best way to organize, any way of organizing is not equally effective, and the best way to organize depends on the nature of the environment to which the organization relates. These assumptions constitute the central premises of the contingency theory can be utilized to address the problems that are encountered in the implementation of community policing programs. Contingency theory approach to community policing suggests that police departments may implement community policing as long as it helps them manage and accomplish their task. For instance, if a community is heterogeneous, then police may become more likely to implement community policing because it would help them meet the needs of diverse residents.

Contingency theory is of significance value to the current study for understanding the nature of the problem associated with implementation of community policing programs. However, the major weakness of the contingency theory, despite its various strengths is its failure to explain why some practices and programs fail in some contexts but not others (Lawler & Worley, 2012). Moreover, the theory is criticized that it does not offer prescription to managers in change programs as other theories do. Furthermore, contingency theory falls short in explaining the course of action in regard to particular change initiative or circumstances in the organization.

Community Policing Practices and Sustainable Performance
Maina (2018) established the factors that influence community policing success in Kenya's Murang'a County. Questionnaires were used as research instruments in this study. With the aid of the SPSS software, data

from questionnaires was edited, coded, and analyzed using descriptive and inferential statistics. The study discovered that crimes were still prevalent in Kangema Sub County because community policing members were not performing their positions effectively due to a lack of preparation. The study found that community policing's effectiveness was hampered by a lack of consistent policy guidance and resources. Despite the study carried out on Community Policing Practices there is still rise in crime rates hence current study sought to still find its influence on sustainable performance of police.

Kiptoo (2017) examined the factors that influence the success of a community policing project in Kenya's Kisii County. A descriptive research design was used in this analysis. Since they are the most relevant and directly related to the research subject, the study targeted 710 respondents, including police officers, administrative officers, and civilians. The study relied on primary data gathered through standardized questionnaires. The information gathered from the questionnaires was checked for accuracy, coded, and then entered into the SPSS software for review. The study discovered a clear positive relationship between stakeholder engagement and community policing project performance. In addition, there was a poor positive relationship between adequacy services and community policing project performance. Despite the study carried out in Kenya Kisii County there is still high crime rate in Uasin Gishu County prompting the researcher to carry out study in the county.

Mwaura (2019) looked into the factors that influence the effectiveness of community policing in Kenya. The aim of this study was to determine the factors that influence the successful implementation of community policing in Kajiado County's Kajiado North Police Division. Simple random sampling was used to choose 51 people from the three police station areas. Focus Group Discussions and Observation Check Lists were used to gather data for the study. The Statistical Package for Social Sciences (SPSS) was used to process and interpret the quantitative data, while content analysis was used to examine the qualitative data. According to the report, the introduction of community policing as a policing style had a positive effect on crime rates. The current study filled the research gap of methodology by collecting data using questionnaires.

Kiarie (2015) established the factors that influence the implementation of community policing programs in Kenya. A mixed methods research design was used in this analysis. All 136,917 residents of Thika Municipality were included in the target population. Questionnaires and interview schedules were used to collect data. Quantitative data was obtained, coded, and analyzed using the SPSS software. To improve the efficacy of community policing, the study found that initiatives such as maintaining information confidentiality, holding daily meetings to address security issues, and educating the public about the importance of community policing should be introduced. Despite the study coming up with initiatives for efficacy of community policing there is still a high rise in crime rate hence the current study sought to fill the research gap by carrying a study in Uasin Gishu County.

Sustainable Performance

Waweru and Maina (2019) investigated on sustainable performance of national police service in Kenya. The study used descripted research design. Primary data was collected using questionnaire. This study was analyzed using descriptive research which used frequency distribution tables and figures. The study results established that the effect of portfolio restructuring on performance of National Police Service is that it encourages cooperation among different units to ensure it delivers to the expectations of the citizens. The study concluded that the effect of organizational restructuring on the performance of National Police Service Additionally. Despite the study focusing on sustainable performance organizational restructuring was the independent variable while current study looked at strategic change management practices.

Bano and Talib (2017) studied on understanding police stress towards a secure and sustainable performance. The study found out that the police is one of the most prominent organizations in a society, and police personnel are the most visible representatives of the government. Peace and order are essential prerequisites for the development of any society and country. Thus, the police force plays a vital role in country's development. It detects, fights, arrests and controls the enemies of peace and public order. Because of their multifarious roles, police personnel are also exposed to various stressors, which are significantly different in terms of quality and quantity compared with members of other occupational groups. However, this study attempts to assess influence strategic change management practices and sustainable performance among the national police service in Uasin Gishu County, Kenya.
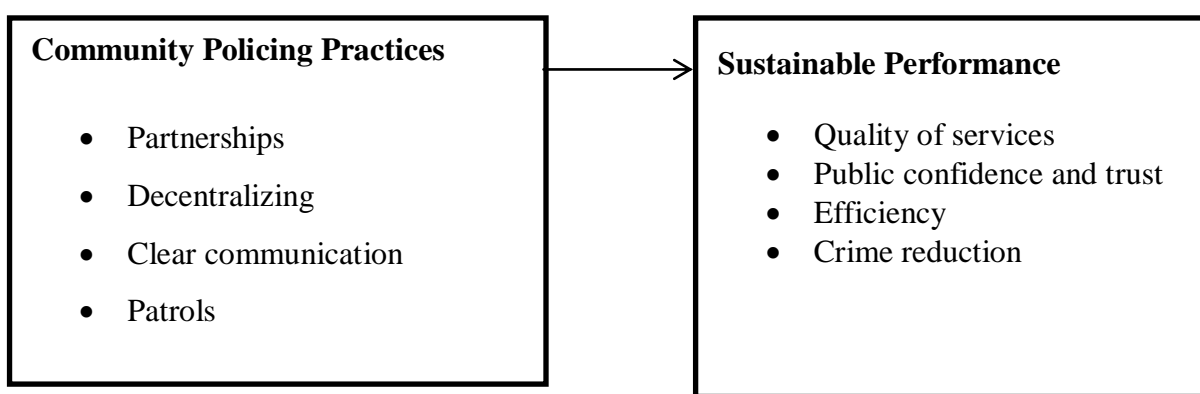
Houck, Speaker, Fleming and Riley (2012) focused on the balanced scorecard: Sustainable performance in police. The balanced scorecard is a performance measurement matrix designed to capture financial and non-financial metrics that provide insight into the critical success factors for an organization, effectively aligning organization strategy to key performance objectives. The scorecard helps organizational leaders by providing balance from two perspectives. The balanced scorecard helps leaders offset short term performance pressures by giving recognition and weight to long-term society needs that, if not properly

addressed, might jeopardize future police performance. The current study filled the research gap by using questionnaires to collect data and descriptive research design.

Nayebpour, Waysian, Asasghari and Mohammadi (2015) carried a study on the police role in sustainable social security case study: Dehgolan City. The research method in this study was descriptive survey. Data collection was based on the questionnaire that is reliable and valid. Statistical community for all citizens 15-55 years old Dehgalan in 2013 and the sample size is 164. For data analysis SPSS software was used. Results of this research suggest that between the police and the sense of security among residents Dehgalan there is a meaningful relationship. The result showed that according to the Correlation coefficient Pearson and Friedman test Police performance, ability and seriousness has highest impact on the citizen's sense of security. However, the current study looked at influence strategic change management practices and sustainable performance among the national police service in Uasin Gishu County, Kenya.

Conceptual Framework
The conceptual framework is on the influence of teaching method on meeting expectation for transition from preschool to Grade one.

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│ Community Policing Practices    │───────▶│ Sustainable Performance         │
│                                 │        │                                 │
│   • Partnerships                │        │   • Quality of services         │
│                                 │        │   • Public confidence and trust │
│   • Decentralizing              │        │   • Efficiency                  │
│                                 │        │   • Crime reduction             │
│   • Clear communication         │        │                                 │
│                                 │        │                                 │
│   • Patrols                     │        │                                 │
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II. RESEARCH METHODOLOGY

Research Design
A research design is a systematic and all-encompassing approach that a researcher employs to put together various aspects of a study in a logical and flowing manner so that the research's intended audience can follow and comprehend it (Kothari, 2006). This study adopted descriptive survey research design. Descriptive survey research design helped the researcher to clearly identify and describe true characteristics of a research problem without manipulation of research variables (Mugenda & Mugenda, 2010). They further describe descriptive research studies as studies that have, as their main objective, the accurate portrayal of the characteristics of persons, situations, or groups, and/or the frequency with which certain phenomena occur.

Target Population
Target population is the entire set of units for which the survey data is to be used to make inferences. It can also be defined as the eligible population that is included in research work, Kothari (2006). Kombo and Tromp (2006) define target population as the entire group a researcher is interested in the group about which the researcher wishes to draw conclusions. The target population was; County Commander (1), deputy County commander (1), sub county police commanders (6), officer commanding station (15), Staff Officer Administration (6), Staff Officer Operations (6), Staff Officer Branch (6), Staff officer Quarter Master (1), Finance Department heads (1), sergeant (112), corporal (108) and police constable (121). The target population is presented in Table 1.

Table 1 Target Population

Category	Target population
County commander	1
Deputy county commander	1
Sub county police commanders	6
Officer commanding station	15

Staff officer administration	6
Staff officer operations	6
Staff officer branch	6
Staff officer quarter master	1
Finance department heads	1
Sergeant	112
Corporal	108
Police constable	121
Total	**384**

Sample Size and Sampling Technique
This section describes sample size and sampling techniques.

Sample Size
A sample is any number of cases less than the total number of cases in the population from which it is drawn (Ingule & Gatumu, 1996). Sampling saves time and expenses of studying the entire population of the study. The sample size for this study was calculated based on Yamane's (1967) formula:
$n = N/ (1+Ne^2)$ ………………………………………………..Equation 1
Where; n=the sample size
N= the size of population
e= the error of 5 percentage points. Thus, for the study;
$n=384/ (1+ (384x0.05^2) = 196$………………………………………Equation 2
Therefore, the sample size for the study was 196 respondents as distributed in Table 2.

Table 2 Sample Size

Category	Sample Size
County commander	1
Deputy county commander	1
Sub county police commanders	3
Officer commanding station	8
Staff officer administration	3
Staff officer operations	3
Staff officer branch	3
Staff officer quarter master	1
Finance department heads	1
Sergeant	57
Corporal	55
Police constable	62
Total	**196**

Sampling Technique

Sampling is the process of systematically selecting population representative elements. Sampling technique refers to a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. For the researcher to sample the respondent, stratified sampling was used where the population was put into 12 strata. Simple random sampling was used to select sub county police commanders, officers in charge of police stations, staff officer administration, staff officer operations, staff officer branch and other ranks from each stratum. Thus, the total sample size was 196.

Data Collection Instruments

The researcher used a questionnaire and interview schedule as research instruments. According to Combo and Trump (2006), a questionnaire is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study. Mugenda and Mugenda (2010) define a questionnaire as a form containing a set of questions, especially one addressed to a statistically significant number of subjects as a way of gathering information for a survey.

The structured (closed-ended) questionnaires were used so as to get the uniform responses from the respondents. The closed questionnaire is formulated in form of a Likert scale where strongly agree (SA) was assigned a value of 5 being the highest on the scale while strongly disagree (SD) being the smallest at 1. The advantage of using this type of instrument is the ease that it accords the researcher during the analysis. Moreover, questionnaires are easy to administer and economical to use in terms of time and money. The closed-ended questions were also provided a greater uniformity and more easily to be processed (Cooper, 1998). On the other hand, interview schedules were used because they provide intense information.

Pilot Study

A pilot study was conducted in national police service in Nandi County. Pilot study was used to detect weakness in design of the research instruments and to provide small scale data for selection of a probability sample. Pilot study was carried out with 20 respondents representing 10 percent of sample size.

Validity of the Instrument

Validity is the degree to which a test measures; what it is supposed to measure. All assessment of validity was subjected to opinions based on the judgment of researchers and experts according to Oluwatayo (2012). The researcher used piloted questionnaire to assess its clarity as well as improve the items. According, to Oluwatayo (2012), content validity of an instrument is improved through the researcher's and expert's judgment. Content validity was determined using constructive criticism from project supervisor who had an extensive experience and expertise in questionnaire construction. Researcher revised and improve according to the supervisor advice and questions.

Reliability of the Instrument

Reliability is the ability of research instruments to generate same/consistent results when used (Kimberlin, & Winterstein, 2008). Reliability was ensured through piloting of research instruments. Piloted data was used to test for internal consistency reliability using Cronbach's alpha. It was used in this study because of five-point Likert scale questions in the questionnaire to determine if the scale is reliable. The Cronbach's alpha ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

According to George and Mallery (2016) if the value of alpha is >0.9 = Excellent, >0.8 =Good, >0.7 = Acceptable, >0.6 = Questionable, >0.5 =Poor, and <0.5 = Unacceptable. The results of the piloted research instruments enabled the researcher to determine the consistency of responses to be made by respondents and adjust the items accordingly by revising the document. Research instruments was developed carefully to fit the research design and the plan of data analysis so that the data collected facilitated the testing of hypotheses.

Data Collection Procedures

The researcher collected an introductory letter from the Jomo Kenyatta University of Agriculture and Technology. The researcher then booked an appointment with the administration department. On the set date, questionnaires were administered directly to the respondent using drop and pick method and a follow up was conducted by the researcher to ensure the questionnaires are filled in accordance with the research. The respondents were given enough time to complete the copies of the questionnaire before picking them for analysis. The questionnaire included both closed and few open-ended questions. This allowed the respondents to give their own views. The researcher explained the purpose of the visit to the respondents. This assured the respondents of their confidentiality of any information they gave.

Data Analysis and Presentation.

After all data has been collected, the researcher conducted data cleaning, which involves identification of incomplete or inaccurate responses and correct to improve the quality of the responses. The data was coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS Version 25). The research yielded quantitative and qualitative data. Qualitative data was analyzed using content analysis. Quantitative techniques such as descriptive statistics and inferential statistics were used to understand relationships between different variables. Inferential statistics was used to analyze effect of variables. This was done using Pearson correlation coefficient and multiple regression analysis. Pearson product moment of correlation was used to determine the effect of variables. It was appropriate to use the technique for interval and ratio-scaled variables. The multiple regression analysis was used to explain the extent to which strategic change management practices (independent variable) predict on sustainable performance of National Police Service (dependent variable). Multiple regression analysis was used to test Hypotheses.

The multiple regression equation model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \qquad \text{...................................Equation 3}$$

Where:

Y; represents sustainable performance

β_0; represents regression Constant

β_1; represents coefficient of the strategic change management practices

X_1; represents community policing

ε; represents error term

Assumptions of Regression Model

The multiple regressions are a parametric statistic used since the data adhere to the following assumptions or parameters (Moutinho & Hutcheson, 2011). Data must be on interval level, a linear relationship must exist (was indicated by means of a scatter plot), the distributions must be similar (thus, if they are skewed, they must be skewed in the same direction), but preferably normal, outliers must be identified and omitted from the computation.

The assumptions of multiple regressions that are identified as primary concern in the research include: Linearity which defines the dependent variable as a linear function of the predictor (independent) variables. This assumption can be detected through residual plots, scatter plots and F-test is used to indicate linear relationships (Osborne & Waters, 2002). Independence of errors is the assumption that errors are independent of one another, implying that subjects are responding independently. This assumption can be diagnosed through the box plots. The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). Homoscedasticity assumption can be tested by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Another assumption is multicollinearity which refers to the assumption that the independent variables are uncorrelated. To diagnose multicollinearity variance inflation factors (VIF) is used (Williams, Grajales & Kurkiewicz, 2013).

III. RESEARCH AND DISCUSSIONS

This section presents data analysis results, interpretations and discussions.

Community Policing

The second specific objective of the study was to examine the effect of community policing practices on sustainable performance among the National Police Service in Uasin Gishu County, Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 3.

Table 3 Community Policing

Statements		SA	A	UD	D	SD	Min	Max	Mean	Std. Dev.
1. Police partnership with the community has enhanced the security in the community	F	39	74	12	14	12	1	5	3.75	1.17
	%	25.8	49	7.9	9.2	7.9				
2. Decentralizing police services ensures that the citizens security preferences are achieved	F	33	95	4	6	13	1	5	3.85	1.08
	%	21.9	62.9	2.6	3.9	8.7				

							Min	Max	Mean	Std.dev
3. The police have clear communication with the public in cooperation to prevent and to solve crimes	F	48	75	2	14	12	1	5	3.88	1.18
	%	31.7	49.7	1.3	9.3	7.9				
4. Regular police patrols act as deterrent measure to commission of crime	F	25	97	3	12	14	1	5	3.71	1.12
	%	16.6	64.3	1.9	7.9	9.3				
Valid N		**151**							**3.79**	

Table 3 shows that 113(74.8%) of the respondents agreed and 16(10.6%) of the respondents disagreed that police partnership with the community have enhanced the security in the community. Further the study findings showed in terms of means and standard deviation that police partnership with the community has enhanced the security in the community (Mean, =3.75, Std. dev=1.17). Also, 128(84.8%) of the respondents agreed and 19(12.6%) of the respondents disagreed that decentralizing police services ensures that the citizens security preferences are achieved. Further the study findings showed in terms of means and standard deviation that Decentralizing police services ensures that the citizens security preferences are achieved (Mean, =3.85, Std. dev=1.08).

Further, 123(81.5%) of the respondents agreed and 16(10.6%) of the respondents disagreed that the police have clear communication with the public in cooperation to prevent and to solve crimes. Further the study findings showed in terms of means and standard deviation that the police have clear communication with the public in cooperation to prevent and to solve crimes (Mean=3.88, Std. dev=1.18). Finally, 122(80.9%) of the respondents agreed and 16(10.6%) of the respondents disagreed that Regular police patrols act as deterrent measure to commission of crime. Further the study findings showed in terms of means and standard deviation that Regular police patrols act as deterrent measure to commission of crime (Mean, =3.71, Std. dev=1.12).

The study results also show that community policing practices has a positive influence on sustainable performance among the National Police Service in Uasin Gishu County, Kenya. This implies that police partnership with the community has enhanced the security in the community. Also, decentralizing police services ensures that the citizen's security preferences are achieved. Further, the police have clear communication with the public in cooperation to prevent and to solve crimes. Finally, regular police patrols act as deterrent measure to commission of crime. The study results agree with Maina (2018) whose study discovered that crimes were still prevalent in Kangema Sub County because community-policing members were not performing their positions effectively due to a lack of preparation. The study found that community policing's effectiveness was hampered by a lack of consistent policy guidance and resources.

Sustainable Performance
The study examined the sustainable performance among the National Police Service in Uasin Gishu County, Kenya. A 5-point Likert scale was used where SD symbolized strongly disagree, D symbolized disagree, UD symbolized undecided, A symbolized agree and SA symbolized strongly agree. The results were as presented in Table 4.

Table 4.11 Sustainable Performance

Statements		SA	A	UD	D	SD	Min	Max	Mean	Std.dev
1. There is good quality of services in the police service in the county due to training practices	F	48	75	8	8	12	1	5	3.92	1.14
	%	31.8	49.7	5.3	5.3	7.9				
2. Public confidence and trust in the national police service have greatly improved the NPS operations	F	27	77	1	34	12	1	5	3.48	1.24
	%	17.9	50.9	0.6	22.5	7.9				
3. Efficiency brings the relevant knowledge of the community and its environment that is needed to make informed decisions about NPS operating mode	F	35	88	10	8	10	1	5	3.86	1.04
	%	23.2	58.3	6.6	5.3	6.6				

4. Crime numbers have reduced in the county.	F	38	97	6	5	5	1	5	4.05	0.85
	%	25.2	64.2	3.9	3.3	3.3				
Valid N	**151**								**3.83**	

Table 4 shows that 123(81.5%) of the respondents agreed and 20(13.2%) of the respondents disagreed that there is good service delivery in the police service in the county due to training practices. Further the study findings showed in terms of means and standard deviation that there is good service delivery in the police service in the county due to training practices (Mean, =3.92, Std. dev=1.14). Also, 104(68.8%) of the respondents agreed and 44(29.1%) of the respondents disagreed that public confidence and trust in the national police service has greatly improved the NPS operations. Further the study findings showed in terms of means and standard deviation that public confidence and trust in the national police service have greatly improved the NPS operations (Mean, =3.48, Std. dev=1.24).

Further, 123(81.5%) of the respondents agreed and 28(18.5%) of the respondents disagreed that Efficiency brings the relevant knowledge of the community and its environment that is needed to make informed decisions about NPS operating mode. Further the study findings showed in terms of means and standard deviation that Efficiency brings the relevant knowledge of the community and its environment that is needed to make informed decisions about NPS operating mode (Mean, =3.86, Std. dev=1.04). Finally, 135(89.4%) of the respondents agreed and 10(6.6%) of the respondents disagreed that Crime numbers have reduced in the county. Further the study findings showed in terms of means and standard deviation that Crime numbers have reduced in the county. (Mean, =4.05, Std. dev=0.85).

The study results also showed that there is sustainable performance among the National Police Service in Uasin Gishu County, Kenya. This implies that there is good service delivery in the police service in the county due to training practices. The public have confidence and trust in the national police service to carry out their operations. Efficiency brings the relevant knowledge of the community and its environment that is needed to make informed decisions about NPS operating mode. Crime numbers have reduced in the county.

Linear Regression Model of Community Policing Practices and Sustainable Performance
The linear regression analysis models the relationship between community policing practices and sustainable performance. The results are shown in Table 5, 6 and 7;

Table 5 Regression Model Summary of Community policing practices

R	R Square	Adjusted R Square	Std. Error of the Estimate
.851[a]	.724	.722	.42057

The results of the linear regression in Table 5 indicated that R^2 =0.724 and R = 0.851. R value of 0.851 gives an indication that there is a positive relationship between community policing practices and sustainable performance. The R^2 indicates that explanatory power of the independent variables is 0.724. This means that about 72.4% of the variation in sustainable performance is explained by the regression model. This gives implication that the employed data for regression model were accurate.

Table 6 Model Fitness Results of Community Policing Practices

	Sum of Squares	df	Mean Square	F	Sig.
Regression	69.006	1	69.006	390.135	.000[b]
Residual	26.355	149	.177		
Total	**95.360**	**150**			

From the study results in Table 6 the F-statistics (F = 390.135) was significant at p=0.000 thus confirming the fitness of the model. The F test provides an overall test of significance of the fitted regression model. The F value indicates that the variable in the equation is important hence the overall regression is significant.

Therefore, there is statistically significant relationship between community policing practices and sustainable performance. This means that the independent variable (community policing practices) was a significant predictor of the dependent variable (sustainable performance).

Table 7 Regression Analysis Coefficients of Community policing practices

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.869	.174		4.989	.000
Community policing practices	.828	.042	.851	19.752	.000

From Table 7 the results it illustrated that community policing practices has a positive significant effect on sustainable performance (β_2=0.828, p=0.000<0.05). This gives an implication that a unit increase in community policing practices will cause a 0.828 increase in sustainable performance. Thus, the regression equation model as follows;

$Y= 0.869 + 0.828X_2$ …………………………………………………Equation 4

Hypotheses Testing

Community policing practices has no significant effect on Sustainable performance in Uasin Gishu County, Kenya. The regression indicate that there is significant relationship between community policing practices sustainable performance in Uasin Gishu County, Kenya and with a beta coefficient of 0.214 and significance of (p= 0.003). The study rejected the null hypothesis. The study concurs with a study by Chimba, (2021) who revealed that knowledge of community policing initiative among members, information sharing on community policing and attitudes on community policing among community members on local security management practices affected Sustainable performance.

IV.   SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Community Policing

The second specific objective of the study was to examine the effect of community policing practices on sustainable performance among the National Police Service in Uasin Gishu County, Kenya. Descriptive statistics show that the respondents agreed that; police partnership with the community has enhanced the security in the community. Also, decentralizing police services ensures that the citizen's security preferences are achieved. Further, the police have clear communication with the public in cooperation to prevent and to solve crimes. Finally, Regular police patrols act as deterrent measure to commission of crime. The study results also show that community policing practices has a positive effect on sustainable performance among the National Police Service in Uasin Gishu County, Kenya. This implies that police partnership with the community, community-oriented policing, Community policing and police and public cooperate to prevent and to solve crimes has enhanced the security in the community.

Conclusions of the Study

The study concluded that community policing practices has a positive significant effect on sustainable performance. The security in the community has been enhanced through police partnership with the community. Through decentralizing police services citizen's security preferences has been achieved. The police have clear communication with the public in cooperation to prevent and to solve crimes. Committing the crime in the community has been reduced by regular police patrols act.

Recommendation

The study recommends that national police service to encourage community policing practices which ensures sustainable performance. This will improve the security in the community and ensuring citizen's security preferences is achieved. The police should always have clear communication with the public in order to prevent and to solve crimes. Also, through community policing practices the incidence of committing the crime would reduce.

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