

## **Investigation of the Criteria used in Promotion of National Police Service officers and its implication on performance in Nairobi County, Kenya**

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**Abstract:** Police Departments world over employ various selection criteria to choose their leaders. The National Police Service (NPS) of Kenya has regulations for selecting officers for promotion. This article looks into how the criteria influences performance. The Iceberg Theory of Staff Selection by McClelland (1998), the Organizational Justice Theory of Greenberg (2017) and Equity Theory of Motivation by Adams (1963) will guide the theoretical understanding. The ex-post facto research design was adopted for this study. A study sample made up of 294 participants was selected using the stratified random sampling and purposive sampling approaches from a target population of 8,519 police officers drawn from the Kenya Police Service, the Administration Police Service and the Directorate of Criminal Investigations. The study employed a questionnaire and a key informant interview schedule as data collection tools. The study revealed that whereas the NPS has put in place regulations and policies to guide the selection of officers for promotion, in some cases these policies and regulations are not followed. It was further established that in some cases the NPS does not accurately assess the specific competencies of the candidates when selecting them for promotion and that in cases where they were assessed, promotion policies were applied selectively. It was, therefore, concluded that the selection criteria affect performance negatively by allowing the selection of some officers who do not possess the requisite competencies because the Service lacks standardized assessment tools to accurately assess these competencies.

**Keywords:** criteria, selection, police officers, promotion, performance.

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### **1.0 Introduction**

#### **1.1 Background to the study**

The policing challenges of the 21<sup>st</sup> century requires a police service with competent leaders who are committed to ensuring that police performance is at its best and the police organization is accountable to the communities it serves. There is a wide acceptance that proper criteria are desirable to select the people with the right competencies for promotion into these leadership positions. According to Smith (2017), law enforcement officers in the 21<sup>st</sup> century are operating in a time of conflict and turmoil where shifting technologies, ideologies, and information sources have rapidly changed the way people communicate and coexist. Herrington and Colvin (2015) argue that there is reduced trust and legitimacy between police and residents leading to unhealthy community relationship. Bayley (2016) argues that police services in the 21<sup>st</sup> century are further faced with challenges associated with emerging crimes like terrorism and cyber-crime. In addition, police services are grappling with high staff turnover and concerns regarding officer safety and wellness. The turnover is brought

by many variables one of them being stagnation and lack of hope of career progression in the place of work (Smith, 2017).

Prior evidence suggests that to obtain competent police leaders, the selection process for promotion should be based on prescribed criteria (Davenport, 2016). The poor selection and promotion process may lead to the elevation of individuals with limited or nonexistent ability to perform duties and tasks that come with leadership positions which demotivates other hardworking officers with requisite qualifications (Manning, 2018). Benitez (2017) further agrees with this position and argues that a poor selection process can cause the department to experience problems such as morale and accountability concerns associated with ineffective leadership.

Over the years police services in various countries have used different criteria to select officers for promotion. For instance, prior to the 1970s, many police departments in the United States of America (USA) promoted officers who had influential contacts, performed well in objective paper-and-pencil tests or those who impressed a civil service board during interviews (Weinberger, 2016; Poitras, 2017). Poitras (2017), however, argues that this promotion criterion often produced ineffective supervisors because selection based purely on interviews was found to be more subjective than is desirable. Brodin (2018) opines that the importance attached to first impressions, the possibility of stereotyping and unintended bias on the part of the interviewers often compromised the objectivity of interviews. Interviews only test what a candidate knows and not the practical application of the knowledge. The paper-and-pencil tests are poor indicators of supervisory performance because they are limited in terms of providing organizations with information about the ability of candidates to cope with the demands of the job (Cook, 2016).

The inadequacies of the selection criteria previously employed in the USA to select officers for promotion in the 1970s prompted the adoption of a selection procedure that was competency-based which involved the utilization of the assessment centre method (AC) (Bakes, 2016). Bolman and Deal (2019) argue that in the USA the use of the AC method has impacted positively on police performance by facilitating the promotion of officers who are capable of supervising and leading the police agencies in a professional direction. According to Chernega (2016), promotion based on the competencies of the officers in the US has produced leaders who have been able to build trust between the police and the community, reduce liability and increase efficiency throughout the various police agencies. The popularity of the approach is mainly attributable to the ACs' numerous strengths, which include the perceived fairness, practical utility and strong associations with on-the-job performance (Meiring, & Buckett, 2016).

In another strand of research, Mojanoski, *et al.*, (2014) reveal that in Macedonia, police promotion is based on the principle of seniority and while it has worked, the authors argue that results achieved by employees in certain positions do not necessitate good results in another position. Principally, there are different types of skills are needed for different positions and not all older police officers are necessarily good managers, therefore selection based purely on seniority though perceived to be fair might not produce effective police leaders (Cook, 2016).

Despite the huge investments made by the Kenyan government towards reforming the NPS, performance concerns still abound in the Service. According to the, International Police Science Association (2016), the police in Kenya was ranked among the five worst-performing police services globally. This is associated with perennial unsatisfactory performance with the deficiency of competencies within the NPS and especially among its leaders Koech, Kabui and Migosi, (2016; Kipkurui, 2014). To transform the tarnished image on the force, the new Inspector General on 10<sup>th</sup> May 2019 stated that officers who had stagnated for 15 years needed to be promoted to the next rank demonstrating police career progression (R.O.K, 2019). In the same breath the chair of the NPSC also said that 500 police constables above the age of 50 years needed to be promoted by July 2019 in the reforms aimed at tackling stagnation and inequality in the National Police Service (Business Daily, April 30, 2019).

## **1.2 Statement of the problem**

The NPS in Kenya has been bedeviled by demotivated officers who have advanced in academia and professional qualifications but are still overlooked in promotions due to lack of a well-designed criteria to promote or cater for their welfare (Standard Digital, April, 25, 2019). According to Republic of Kenya (2015), the NPS has regulations that are designed to guide the promotion process. These regulations outline the procedures, qualities and competencies that ought to inform the selection of police officers for promotion (Republic of Kenya, 2015). The NPS has Career Progression Guidelines for the NPS Uniformed Personnel (Republic of Kenya, 2016). These guidelines establish standards for recruitment, training and advancement within the career structure based on professional qualifications, knowledge of the job, experience, competence, merit and ability as reflected in work performance and results. However, it is not clear the extent to which the

regulations are followed while selecting officers for promotion in the NPS. With all these regulations and policies, the NPS was rated among the five worst-performing Police Services by the International Police Science Association (2016). This raises concerns on the criteria used for the selection of officers for promotion. There is limited literature on the selection process for promotion in the NPS and the extent to which it affects the performance of the Service. This scanty information has limited strategies that the government is able to employ when addressing the performance gaps in the NPS. Muthondeki *et al.*, (2017) conducted a study on Security Sector Reforms influencing the Transformation of the NPS which found that there was no clear guidance on career progression and promotion in the NPS, and further found that the promotion of officers was one of the variables that determined the organizational and individual performance in the NPS. The study suggested a possible link between the promotion process in the NPS and the performance of the Service. Diphoorn (2019) similarly conducted a study on Policing in Kenya and found that notwithstanding the promotion regulations designed by the National Police Service Commission (NPSC), promotions in the NPS were still experienced as unfair, random and were shadowed by issues such as favoritism and tribalism. This study investigate the Criteria used in Promotion of National Police Service officers and its implication on performance of officers of Nairobi County Kenya.

### **1.3 Objective of the study**

The purpose of this study is to investigate the criteria used in Kenya National Police Service in selecting officers for promotion and its influence on overall performance.

## **2.0 Literature Review**

Past research has revealed that a general structured career development platform by organizations for their employees increases the organizations ability to attract and retain high performance staff leading to overall improved performance. According to Muthondeki *et al.*, (2017) when an individual becomes a member of an organization, they establish an unwritten implicit psychological contract with the organization. This contract consists of a mutual understanding of the expectations both parties have of each other. A major expectation from employees is career progression manifested by promotion and other benefits that comes as one works in the organization. Without progression, morale is impeded, productivity levels decline and general performance decreases.

The expanded scope of work and subsequent demand for more integrated police officers have demanded for an improved recruitment and retention process to meet the demand for services. Deliberate actions such as reducing turnover by providing realistic job reviews, enhancing compensation, increased employee engagement like increasing employee input in decision making and other evaluation opportunities can improve an agencies image with the employees and communities (Wilson, Dalton, & Scheer, 2010). In a study set to examine the police promotional process in the Texas metropolitan police department, Bishop (2013) established that assessment centres were the preferred methods utilized for selecting officers for promotion in the Texas Metropolitan Police department and that candidates were evaluated based on a range of variables including oral communication, command presence, technical and professional knowledge, judgement, decision making, work perspective and problem analysis. He further concludes that the assessment centres were preferred as an accurate predictor of future performance of police leaders.

In Louisiana, Carter (2014) studied seniority and transparency in the perceived fairness of seniority and merit based police promotion, where he found that the perception of fairness based on this model was a key demotivating factor in police performance characterized by negative perceptions of the procedures. In a study to establish factors influencing Nigerian police performance, Adegoke (2014) found that the little pay, delay in promotion, inadequate proper kits, lack of risk allowance, delay in payment of allowances among other factors contributed to police inefficiency in their job performance. He recommends that the salary condition, promotion criteria and procedures should be more improved to bring efficiency. Similarly, Chabu (2014) conducted a study on recruitment and promotion practices in the Zambia Police Service from 1969-2009. The study found that the Zambian government had put in place set guidelines for promotion of police officers and that the criteria largely relied of factors such as seniority, general performance and education. His study however did not highlight the implication of the selection method on performance.

According to Republic of Kenya (2015), the NPS has clear guidelines to conduct the promotion process. According to the regulations, for any promotion to be initiated there must be a vacancy within the NPS authorized establishment. The regulations further stipulate that the process should be fair and competitive, and the experience of the officers and their knowledge of the job should be taken into consideration. Additionally, an officer should have served for a minimum of 3 years in one rank before being considered for promotion to the next rank. The regulations also specify that for an officer to be promoted he/she must have demonstrated

competency and have the requisite professional qualifications (Republic of Kenya, 2015). In addition it has Career Progression Guidelines (Republic of Kenya, 2016). These guidelines establish standards for recruitment, training and advancement within the career structure based on professional qualifications, knowledge of the job, experience, competence, merit and ability as reflected in work performance and results. These guidelines are meant to ensure fair and equitable treatment of officers and to assist serving officers to acquire the necessary additional qualifications/specialization and experience required for both efficient performance of their policing duties and advancement within the career ranks. But though these regulations are elaborate it is that they are just paper taking into consideration the many complaints in NPS (Standard Digital, April, 25, 2019).

Studies conducted present vast findings on the state of promotions in the country. For instance, Tembur (2017) while studying the factors affecting job performance in the NPS found out that noncompliance with promotion procedures was one of the factors that had impacted negatively on the employee's performance in the Service. In another study done by Were, Gakure, & Kirathie (2012) on the influence of motivation on performance in the public security sector, with a focus on the Kenya police found that officers were most dissatisfied with salary income closely followed by promotion opportunities and lack of reforms. Infotrak (2017) conducted a baseline survey of the NPS Reform Program and found out that NPS officers were not contented with the method that was being used to select officers for promotion. International Police Science Association (2016) ranked Kenya as the third-worst performing country on the (WISPI) index. According to Republic of Kenya (2018), though the NPS had policy guidelines on promotion, some commanders exhibited poor leadership. This was demonstrated by compromised integrity, complacency and general negligence by police officers.

Existent literature reveals that different service stations have their members generally dissatisfied with the promotional processes, implicating a need for improvement. While this is clear, the precise criteria and its relation to overall performance in Nairobi country has not been investigated and this study sought to fill this gap.

### **3.0 Methodology**

The ex-post facto research design was adopted for this study. According to Cohen and Manion, (2013), this design is particularly suitable in social, educational and psychological contexts where the independent variable or variables lie outside the researcher's control. The design helped the researcher to examine a possible cause and effect relationship between the independent and the dependent variable. Again the design is retrospective hence the researcher is to put into consideration of what has happened in the past. The researcher studied the selection criteria for police promotion in retrospect for its possible relationship and implication on the performance of the police officers within the NPS.

#### **3.1 Instruments**

The researcher developed a questionnaire which was used to collect quantitative and qualitative data from the study participants. Since the issue of promotion in the NPS is emotive, the use of the questionnaire allowed the participants to freely express their views about the promotion criteria in a confidential way as they remained anonymous. The questionnaire had both structured and semi-structured questions and were administered to three hundred and thirty-four (334) respondents. In addition, the researcher used an interview schedule to collect qualitative data from key informants. The interviews were used to collect in-depth perspectives from those responsible for policy making and implementation by virtue of the offices they occupy. Further, the interviews accorded the researcher an opportunity to ask follow-up questions that were pertinent in the collection of in-depth information concerning the way promotions are done in the NPS. A total of 34 key informants were interviewed using the interview schedule.

#### **3.2 Sampling Techniques and Sample Size**

The sample of this study consisted of 368 police officers, ranging from the rank of police constable to the rank of Assistant Inspector-General of Police (AIG). Stratified random sampling was used to obtain a study sample comprising of Police officers working in Nairobi City County. The nominal roll from the two Services within NPS and the DCI was used to select and sample the officers who participated in the study.

Nairobi City County has a total of 12 Sub-counties which are in turn divided into 36 station areas. In addition, the County has five training institutions and three Police Units. According to Mertler, (2018), in social research, a sample of 10-20% of the population is enough for reliable findings therefore, stratified random sampling was used to select four Sub Counties out of the 12 which constituted 33.3% of the sub-counties within Nairobi. One police unit which constituted 30% of the Police Units in Nairobi and one training institution which

constituted 20% of the training institutions in Nairobi were randomly selected. All the 14 stations from the four Sub-counties were included in the study, Security of Government Buildings (SGB) unit and Loresho Senior Staff College were selected to participate in the study. Subsequently, the two services and the DCI were allocated slots that are proportionate to their numbers in the selected station areas. Simple random sampling was then used to select the participants for the study from the selected police stations, the SGB unit and Loresho College. Stratified random sampling was used to select seven Officer Commanding Police Stations (OCS) and seven ward commanders as key informants. This selection was informed by the fact that these are the officers who initiate the selection process for the officers who get promoted. Further, these are the officers who compile reports related to police performance in their respective commands and the researcher intended to draw some specific information relevant to the problem under study from them. Purposive sampling was used to select one participant from the DCI headquarters, two from APS headquarters, two from KPS headquarters and two from NPS headquarters to participate in the interviews. Additionally, purposive sampling was used to select four Sub-County commanders from the APS and four Sub-County police commanders from KPS and three Sub-County Criminal Investigation officers. These were selected from the four Sub-Counties that had already been selected for the study. One senior officer from SGB was also purposively selected.

#### **4.0 Theoretical Review**

The study was informed by three theories that is; the Iceberg Theory of Staff Selection by McClelland (1998), Equity Theory of Motivation by Adams (1963) and the Organizational Justice Theory by Greenberg (1987). The iceberg theory postulates that an iceberg has just one-ninth of its volume above water and the rest remains beneath the surface in the sea. Similarly, competency has some components which are visible like knowledge and skills but other behavioural components like attitude, traits, thinking styles, self-image, organizational fit are hidden or beneath the surface. Both components are important for the effective performance of an employee, therefore, both components should be considered while selecting employees (McClelland, 1998; Vazirani 2010). Equity Theory of Motivation deals with two questions that explains why people get motivated. The questions are; what do people think is fair and equitable and how do they respond when they feel they are getting far more or far less than they deserve. The theory suggests that people are capable and willing to perceive fairness in their immediate environment. People act in the light of what they regard as fair. They compare their input or "investments" such as ability, skill, age, education, effort and training to outcomes like monetary rewards, praise, status and improved promotion opportunities (Al-Zawahreh & Faisah, 2012). They also compare their reward to that of others with whom they make the comparison. After comparison they make cognitive adjustments to deal with the inequality. They could, for example, lower their inputs, their work contribution, or attempt to raise their outcomes like pay. Evidence from other researchers has been found to support the theory. Some of the findings stress the negative ways in which worker scan red resine quality. Under payment stagnation, inequality and arbitrariness in promotion leads to lowered job performance and expected change (Werner & Ones, 2000).

The Organizational Justice Theory postulates that outcomes, such as job performance and organizational commitment, can be enhanced if employees perceive organizational procedures to be fair, just and equitable. The theory suggests that performance management styles are critical in attracting and retaining talents within an organization and it's key to make processes transparent and reliable to improve perceived justice among the employees influencing their attitudes towards work. Fairness or justice is one of our daily preoccupations in many aspects of life, including our home- and work-lives. Thus, when decisions are made regarding allocating money or hiring people for jobs, both decision-makers and the people who are affected by these decisions are concerned with their fairness. Similarly, decisions regarding policy and other changes in organizational functioning also incite us to consider their fairness (Dirk & Marilena, 2006). The researcher sought to determine whether the officers perceive the selection process as being fair, just and equitable because according to the theory if the process is perceived to be unfair, unjust and non-equitable it will affect performance negatively and vice versa.

#### **5.0 Findings**

**The study focused on Criteria used to Select Police Officers for Promotion in the NPS, Fairness of the criteria used to select officers for promotion in NPS and effects of the selection criteria on performance as shown by Table 5.1 and figure 5.1**

Two hundred and ninety-four respondents indicated their opinion on the criteria used to select police officers for promotion in the NPS. The respondents rated the items aimed at establishing the views of the research participants on the criteria used for promotion. A five-point Likert type scale where a rating value of five indicated they strongly agree with the statements, 4 indicated agreement, 3 indicated neither agreed nor

disagreed, 2 indicated disagreement and 1 indicated strong disagreement with the statement. Opinions on strongly agree and agree and strongly disagree and disagree were put together respectively for easier data presentation. The analysis involved getting a percentage response score for each. Table 5.1 shows the opinion of the respondents.

**Table 5.1 Criteria used to Select Police Officers for Promotion in the NPS**

STATEMENTS	SA/A		N		D/SD	
	N	%	N	%	N	%
I understand the criteria used to select officers for promotion in the NPS.	171	58.2	30	10.2	93	31.6
The NPS has regulations in place that guide the selection of officers for promotion.	136	46.2	30	10.2	128	43.6
The NPS considers the experience of the candidate before selecting him/her for promotion.	83	31.0	52	17.7	151	54.4
The NPS considers a candidate's mastery of police work before selecting him/her for promotion	91	33.0	36	10.2	167	56.8
The NPS considers a candidate's academic qualification before selecting him/her for promotion	97	33.0	63	21.4	134	45.6
The NPS considers the candidate's merit when selecting officers for promotion.	95	32.9	47	16.0	152	51.1
The NPS considers a candidate's gender when selecting officers for promotion.	154	52.4	50	17.0	90	30.6
The NPS considers a candidate's professional qualifications before selecting him/her for promotion.	94	32	61	20.7	139	47.3
The NPS considers a candidate's demonstrated ability before selecting him/her for promotion.						
The NPS considers a candidate's length of service before selecting him/her for promotion.	81	28.3	73	24.8	138	46.9
For officers to be promoted in the NPS there must be a vacancy within the authorized establishment.	123	43.1	44	15.0	127	41.9
The National Police Service regulations are normally followed when selecting officers for promotion.	102	34.7	46	15.6	146	49.7
The criteria used to select officers for promotion in the NPS is fair.	82	27.9	46	15.6	166	56.5
	71	24.2	51	17.3	172	58.5

**Source; Field Survey (2019)**

According to Table 5.1, 58.2 % of the respondents stated that they clearly understood the criteria, however, a considerable percentage constituting about 31.6% indicated that they did not clearly understand the criteria and 10.2% was undecided.

Most Ward commanders and Sub-County commanders interviewed demonstrated knowledge of the criteria used to select officers for promotion in the NPS and most of them had even personally gone through the NPS promotion process. One Ward commander observed that;

I have attended eight promotion boards out of which I was selected in four of them after being recommended. –**APWard commander 1.**

A respondent who was an OCS noted that;

The promotion criteria are clear and most of us understand it. However, the problem is that what the criteria say are not practiced, so some of us are not sure which criteria are the official one; the one written down or the one being applied.–**OCS 1.**

This finding indicates that the respondents clearly understood the criteria used to select officers for promotion in NPS. Secondly, the study established that some of the respondents had been through the promotion process.

A senior officer from the NPS headquarters observed:

Officers have been sensitized on the promotion criteria, in addition, the regulations and guidelines have been posted on the NPS official website where they can be easily accessed using computers or even smartphones. –**Key informant “A” NPS headquarters**

From the interviews conducted, it was established that the NPS has criteria in place that is used to select officers for promotion. Further, it emerged that the NPS has taken the necessary steps to ensure that information regarding the promotion process reaches its officers. For instance, the service has conducted sensitization workshops on the promotion process, further, prior to conducting the selection process for promotion, information is normally sent to the officers in form of signals outlining the selection process. Additionally, the information on the promotion procedures and career progression has been availed on the NPS official website where officers can easily access.

#### **Fairness of the criteria used to select officers for promotion in NPS**

As shown in Table 5.1 , 24.2% of the respondents indicated that the criteria used to select officers for promotion in the NPS is fair while 58.5% stated that it was unfair and 17.3% was undecided. Results from the interviews complemented this finding, with the majority of the interviewees (about 70%) maintaining that the criteria employed to select officers for promotion in the NPS were not fair. One respondent who was an OCS made this observation:

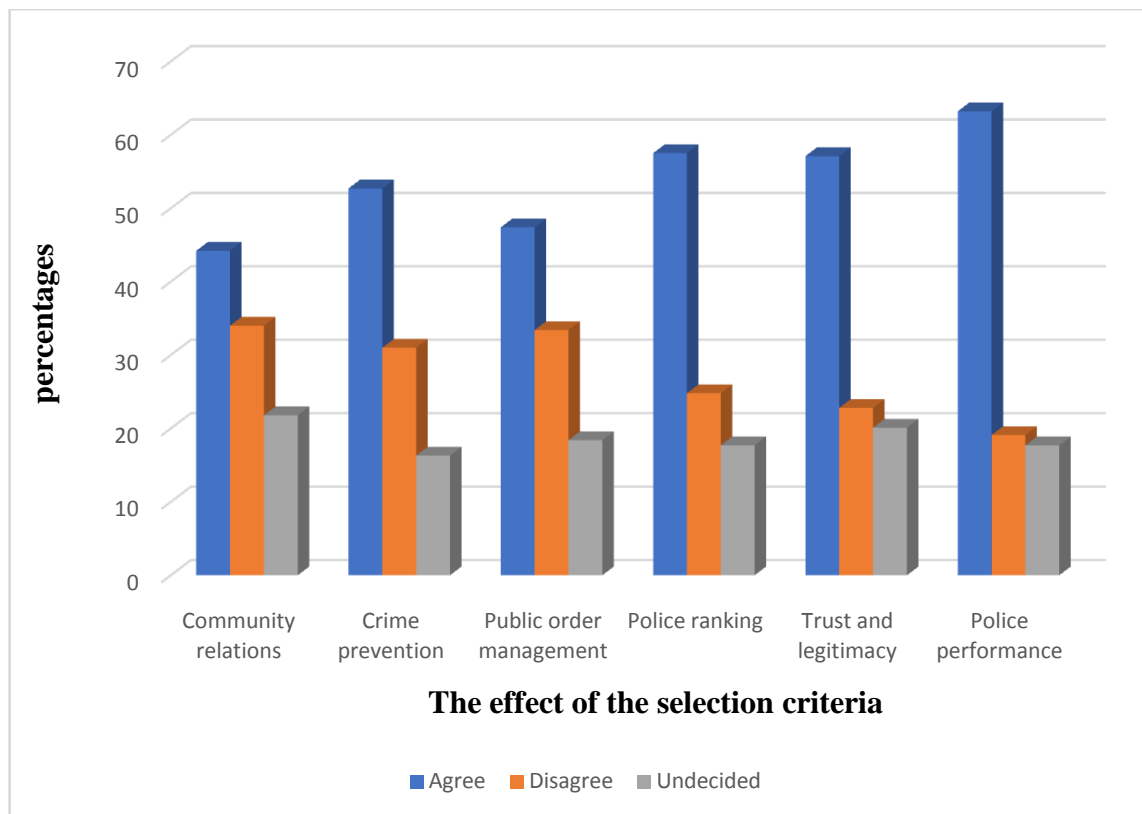
There has never been fairness in NPS promotions, for example, you attend a promotion board, you are recommended but you are not selected and there is no explanation for the same. I am a victim, having joined the Service with ‘A level’ qualifications, I had no adverse disciplinary record whatsoever, I had done and passed all the police law examinations. However, I stayed for 12 years as a constable as I witnessed younger officers being promoted while I stagnated-**OCS (3)**

Yet another respondent who was a Ward commander had this to say:

In my opinion, if there is any process that needs total reform is the issue to do with promotions. This is because even though there are those officers who get promoted out of merit, a large percentage use other means to get the selection. Most of the times the process is marred with corruption, tribalism and at times nepotism. As a result of this factor, most officers are often left out because they do not ‘know anybody’. This is worsened by the fact that the NPS does not have a standard way of evaluating the competencies of the officers being considered for promotion, more often than not, the commanders tend to bend the tests to serve the interests of their preferred candidates. –**Ward commander (3)**

The study thus established that the criteria used to select officers for promotion was designed to be fair. However, some commanders tend to exploit the lack of a standard means in NPS of evaluating the competencies of the candidates to abuse the process. As a result, those officers who deserve to be selected are left out which makes them believe that they were treated unfairly. Diphoorn (2019) reported that despite the regulations designed by the NPSC, promotions in the NPS were still experienced as unfair, random and shadowed by issues such as favoritism and tribalism.

#### **The effect of the selection criteria of police officers for promotion on performance**



**Figure 5.1 The effect of the selection criteria of police officers for promotion on performance**

Source; Field Survey 2018

**The effect of the criteria used to select officers for promotion in the NPS on police-community relations**

As indicated in Figure 4.5, 44.3% of the respondents stated that the criteria used to select officers for promotion in the NPS has an effect on police-community relations. However, 34.0% felt that the criteria used to select officers for promotion in the NPS did not have an effect on police-community relations while 21.7% was undecided Results from interviews with key informants revealed that 74% of the officers felt that the criteria used to select officers for promotion in NPS affects community relations. One of the respondents who was a Sub-County Commander observed thus:

The study thus established that the NPS has adopted a policing strategy that needs the police and the public to work together. Further, the study established that most leaders do not have soft skills like public relations, communication skills, and team work which was negatively impacting on the police –public relations

Figure 5.1 shows that 52.7% of the respondents indicated that the criteria used to select officers for promotion in the NPS has an effect on crime prevention. However, 31.0% were of the opinion that the criteria used to select officers for promotion in the NPS did not affect crime prevention and 16.3% were undecided. The interviews held with the key informants yielded similar results whereby 60 % of the officers argued that the criteria used to select officers for promotion affected crime prevention. One key informant who was an OCS stated that:

From my experience in the service, the NPS does not have the necessary tools to assess the candidates selected for promotion on aspects like problem-solving and decision-making. Therefore, at times, the service gets officers who do not have problem-solving skills and decision-making skills being selected for promotion. These skills are quite important in crime prevention- OCS “6”

Another participant made these observations:

There is a general perception by officers in the NPS that the criteria used to select officers for promotion is not fair. As a result, their morale is low thus affecting their commitment towards crime prevention. This is because police work calls for dedication and commitment so when



one's morale is low then their commitment levels towards crime prevention will be low.- **Ward commander "3"**.

This study established that the selection criteria for promotion of officers in the NPS result in the selection of some officers without some skills that are important in crime prevention. Secondly, some officers are dissatisfied with the criteria which impact on their morale and commitment towards crime prevention. According to Deuchar, Fallik, and Crichlow, (2018), there is a relationship between the morale of police officers and crime prevention. Additionally, according to the Organizational Justice theory, outcomes such as job performance and organizational commitment can be enhanced if employees perceive organizational procedures to be fair, just and equitable.

Figure 5.1 shows that 51.7% of the respondents stated that the criteria used to select officers for promotion in the NPS affected public order management. On the other hand, 29.9% stated that the criteria do not affect public order management and 18.4% were undecided.

Findings from the interviews indicate that the majority of the officers stated that the criteria used to select officers for promotion affects public order management. One respondent who was a Sub-County Commander made these observations:

Public order management is normally a delicate operation that requires you to balance the human rights of all parties involved. There have been cases where due to lack of public relation and communication skills, some commanders have unnecessarily mismanaged simple incidents of protestors or demonstrators at times causing deaths or even injuries that could have been avoided. This can be attributed to the fact that the NPS does not put more emphasis on the public relations and communication skills of those people bestowed with leadership positions. **Sub-County Commander "1"**.

This finding points to the fact that some commanders in the NPS do not have good public relation and communication skills which leads to poor public order management. This is attributable to the little emphasis that is put on these skills when selecting officers for promotion. Research on the performance of the NPS in the area of public order management has pointed to unsatisfactory performance in this area (Independent Policing Oversight Authority, 2017).

Figure 4.5, 57.7% of the respondents were of the opinion that the criteria used to select officers for promotion in the NPS has an effect on police ranking. Though, 24.8% felt that the criteria did not affect police ranking and 17.7% was undecided. Interviews with key informants indicated that majority about 67% felt that the criteria used to select officers for promotion in the NPS affected the ranking of the Service.

This finding indicates that some officers without the necessary competencies were promoted in the NPS and this was negatively affecting performance which has a bearing on police ranking. However, 33% argued that the criteria used for promotion did not affect police ranking.

This finding shows that though the selection criteria for promotion is not entirely responsible for the poor police ranking, it is among the contributing factors. Research findings have indicated that the NPS is not performing as per the expected standards (International Police Science Association, 2016). For example, the WISPI (2016) ranked the NPS among the five worst-performing Police Services globally (International Police Science Association, 2016).

Figure 4.5, 57.1% of the respondents were of the opinion that the criteria used to select officers for promotion affects police trust and legitimacy. However, 22.8% of the respondents felt that the criteria used to select officers for promotion does not affect trust and legitimacy in the police while 20.1% were undecided. The majority of the key informants who were interviewed indicated that the criteria used to select officers for promotion affected the trust and legitimacy of the police. An interviewee who was a Ward Commander stated that:

We see people who you know clearly that they do not meet the requirements for being promoted while those who meet the requirements are left out. This affects the trust we have in the system and also makes us question the legitimacy of those promoted. This is because trust is something that you build with time and is very delicate, once you lose it regaining it becomes very hard. **"Ward commander"2"**

The study established that at times officers who do not meet the requirements are promoted at the expense of those who are qualified. This affects trust and legitimacy of the service. According to Bakes (2016) a selection criterion that is not fair, facilitates the promotion of officers who are not capable of supervising and leading the police agencies in a professional way. This, in the long-run, impacts negatively on the trust and legitimacy of the police.

Figure 4.5, more than half of the respondents (63.2%) indicated that the criteria used to select officers for promotion in the NPS affects police performance. However, 19.1% were of a contrary opinion and 17.7% were undecided. Similarly, results from the interviews revealed that the majority of the interviewees (77%) indicated that the criteria used to select officers for promotion in the NPS has a bearing on the performance of the service. One respondent who was a Sub-County Police commander made this explanation:

The way people are selected for promotion in the NPS leaves many loopholes that are often used by some commanders to sneak in some officers who do not have the requisite competencies. When such people ultimately get the promotion, they cannot deliver effectively on their leadership roles. Further, those officers who feel that they were unfairly left out of the promotions get disillusioned and as a result, you will find that they will not show the kind of commitment they used to have while some might even become rogue. Their argument has always been ‘even if I work diligently, no one seems to notice’ so they would rather put in minimum effort. - **Subcounty Police commander “3”**.

From this finding, the study established that the criteria used to select officers for promotion in the NPS has loopholes that are exploited to promote officers who do not meet the set criteria.

## 6.0 Conclusions

The study established that most of the officers in NPS understood the criteria used to select officers for promotion. Additionally, the study established that though the criteria used to select officers for promotion in the NPS is designed to ensure that promotions are fair, these criteria was applied selectively. This selective application makes the officers who are left out to be disillusioned hence lowering their performance.

The criteria used to select officers for promotion in the NPS produces some leaders who may not be able to build trust between the police and the community which in turn affects the legitimacy of the Service. Additionally, some leaders seem to have lost the legitimacy to exercise their mandate because when they were being selected proper procedures were not followed. This finding is consistent with observations made by Republic of Kenya (2018) who observe that some Commanders in the NPS have lost authority in the supervision of their juniors.

The study ascertained that the criteria used to select police officers for promotion affected various indicators of performance in the NPS. These indicators include; police-community relations, crime prevention, public order management, professionalism, trust and legitimacy in the police, and police ranking. The study established that the criteria used to select officers for promotion in the NPS does not accurately assess the competencies of the officers selected for promotion leading to the promotion of officers of low caliber to leadership positions which negatively affected performance. Further, it was found out that NPS has regulations in place that are designed to guide the selection of officers for promotion, however, sometimes these regulations are not followed.

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