



**FACTORS AFFECTING IMPLEMENTATION OF TERROR CRIME MANAGEMENT
STRATEGIES IN KENYA, A CASE OF NATIONAL POLICE SERVICE**

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Abstract

The Government of Kenya has adopted strategic planning in various institutions and Ministries to address distinct and prioritized strategic issues in order to upgrade service delivery and booster employee and institutional efficiency. The national police service, have not been left behind given that this is a very sensitive organ in the country. In the past years the country has been experiencing terror attacks which has been a threat to the security of all citizens and investors. Despite of the several measures undertaken the Kenya is yet to win the fight in terror crime. This has been associated with ineffectiveness of strategy implementations in the various organs of the national police service. This study therefore sought to find out the hindrance to effective implementation of the strategies. The results revealed that all the variables had a positive and statistically influence on the implementation of terror management strategies in Kenya. The study concluded that all the variable and measure were significantly influencing the implementation strategies and therefore more attention should be given to the variables as they were among the very major challenges to achieving of the objectives. Therefore the study recommended that the government increase funds through the budget to the National police service for terror crime management, special training to be provided to the offers so as to improve skill in fighting terrorism, the management should ensure that there is team working and among all the stakeholder and come up with a modern way to facilitate faster movement of information and signals within the stakeholders involve in managing terror crimes.

Keywords: Resource allocation, Skilled Personnel, Management Support, Communication and Implementation of terror crime management Strategies

1. INTRODUCTION

Before a strategy is implemented, it has to be formulated. It is often thought to be a difficult task for any management to formulate a consistent strategy, but implementing that strategy throughout the organization is even more difficult (Hrebiniak, 2006). In spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently (Sterling, 2003). Effective implementation of strategy rarely gets much attention or respect. It is imperative to note that even the well-crafted strategies are useless if they cannot be implemented. According to Sterling (2003) the difficulty is not with formulation of a strategy, the difficulty comes with implementation.

Strategic management has become a watchword of public administration in the 1990s (Vinzant and Vinzant, 1996). As an outcome of the new public management initiative, public organizations were forced to engage in strategy formulation and undertake often disruptive and unsettling strategic change. Over the past decade, public administrators have been encouraged to be "effective strategists if their organizations are to fulfil their missions and satisfy their constituents" (Bryson, 1988). The changes occurring within the business environment setting have led many to describe this environment as turbulent. New technology has changed the way of doing things, and the macro-environment in totally. The dynamism has forced the management to review their styles so as to achieve competitive advantage both locally and globally. In order to provide a solution for a better performance the management has nowadays engaged in strategic plan formulation and implementation such that when the strategies are successively implemented, then the objectives of the organizations are achieved (Kitonga, 2012)

According to the White Paper (2006), strategy implementation has become "the most significant management challenge which all kinds of organizations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. Alexander (1985) as cited by Oanda (2012) identifies inadequate planning and communication as two major obstacles to successful implementation of strategies. Others are ineffective coordination of implementing activities, insufficient capabilities of employees, inadequate training given to lower level employees, lack of clear responsibility being fixed for implementation, lack of support from other levels of management.

Veetile (2008) summarised the following as the main problems of implementation: Longer time duration than expected, Unanticipated problems, Ineffective coordination, Distraction, Inadequate preparation, External factors, Leadership problems, Key people leaving the organisation, Lack of clarity in objectives, Poor communication, Conflicting priorities, Ineffective management, Inter functional conflict, Unclear strategies, Lack of stakeholder commitment, Failure to understand progress, Lack of employee commitment and Inadequate resources

The National police service is charged with the responsibility of maintaining law and order, prevention and detection of crime, apprehension of offenders, protection of life and property as well as enforcement of laws and regulations.

The Kenya Police Strategic Plan (2008 – 2012) has its strategic priorities more or less the same as the previous strategic plan of 2003 – 2007 with the addition of public – private partnership aspects and monitoring and evaluation system. The inclusion of priorities of the previous strategic plan indicates that they were not addressed to a satisfactory extent while inclusion of public private partnership as well as monitoring indicates that these were lessons learnt (Auma, 2013). The current strategic plan (2013-2017) which is still under execution highlights corruption, lack of scheme of service, slow adoption and poor record of internal accountability as among the challenges that the police face. The plan entails renewed focus on intelligence-led policing, enhancing surveillance by incorporating Closed-circuit television (CCTV) cameras and integrating vital data needed for effective management. The plan calls for harmonization of terms and conditions of service and proper handling of the vetting process and continuous recruitment. Some the plans have been partially executed such as the installation of the CCTV cameras, and the undergoing vetting process. The main issue has been the management of Terror crime which has become rampant over the years in Kenya. Most of the successful crimes has been blamed to the National polices due to poor communication and coordination. In defend to the allegations, the police have raised issues such as lack of resources, political intervention on these matters which has made it difficult to remedy the problem of terror attacks.

Statement of the problem

Various studies have been conducted to investigated matters on crime both locally and international. Nyongesa (2013) in her study on challenges facing strategy implementation in the Kenya police noted lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance, and political interference to the running of the police as major challenges. Achoki (2010) looked at the challenges of strategy implementation in the Ministry of state for provincial administration. Machuki (2005), studied challenges to strategy implementation at CMC Motors Group. Auma (2013), in her study on challenges of strategy implementation at the Kenya Police Service noted lack of cooperation between officers, obsolete equipment, lack of finances and other resources, political interference, as some of the factors affecting strategy implementation. She failed to check on factors such as management competence, skilled personnel; internal conflicts which also con affect strategy implementations in the Kenya security forces. Therefore this study seeks to find out the factors affecting implementation of terror crime management strategies in Kenya.

General Objective

The general objective of the study was to investigating the factors affecting implementation of terror crime management strategies in Kenya.

Specific objectives

- i. To find out effects of resource allocation on implementation of terror crime management strategies in Kenya.
- ii. To determine how skilled personnel influence implementation of terror crime management strategies in Kenya.

- iii. To find out how management support affect implementation of terror crime management strategies in Kenya.
- iv. To find out effects of communication on implementation of terror crime management strategies in Kenya.

2. RESEARCH METHODOLOGY

A descriptive research design with survey method was applied in this research in attempting to describe and explain the factors affecting effective implementation of strategic plans on terror crime management by Kenya police service.

The study target population was the national police service. The national police service has three main units or organs, which is the Kenya police service, Administration police, Criminal investigation department (CID) and the internal affairs unit. The study sampled at least five in the management level and at least twenty respondent in the lower ranks. In the police organ the junior mostly follow orders decided by their seniors and thus they are not much involved in the decision making but rather a tool of implementation.

In this study, emphasis is given to both primary data and secondary sources. The primary data was collected using questionnaire with a total of 100 questionnaire being administered as per the sampled population.

The data was analyzed using descriptive statistics, and presented by use of cross tabulation charts and graphs, tables, percentages and frequencies. The analysis was done with the application of the statistical package for social sciences (SPSS) software.

The study also applied the regression analysis to establish the relationship between the dependent and the independent variables. The regression model is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Implementation of terror crime management strategies

β_0 = Constant Term

β_1 = Beta coefficients

X1 = Resource allocation

X2 = Skilled personnel

X3 = management support

X4 = Communication

ε = Error Term

3. RESULTS AND DISCUSSION

Resource Allocation

Table 1. Resource Allocation

Opinion Statement	Mean	Standard Deviation
Need for additional funds in strategic plan implementation	4.34	1.112
There is a budget for terror crime management	4.36	1.175
The department is well equipped with resources to fight terror crime	4.33	1.192
The department has enough personnel to respond to crimes	4.31	1.144

The study sought to examine the respondent's level of agreement or disagreement on the various measures of resource allocation. Table 1, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.34), (mean score 4.36), (mean score 4.33) and mean score 4.31) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means.

Skilled personnel

Table 2. Skilled personnel

Opinion Statement	Mean	Standard deviation
There is need for additional training of personnel in our department	4.42	1.132
The academic qualifications should be reviewed	4.40	1.159
The top management has insights on terror crime management	4.42	1.161
There are training programs provided to improve skills	4.44	1.108

The study sought to examine the respondent's level of agreement or disagreement on the various measures of role clarity. Table 2, presents the relevant results which show that on a scale of 1 to

5 (where 1= strongly and strongly disagree=5), (mean score 4.42), (mean score 4.40), (mean score 4.42) and mean score 4.44) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means.

Management Support

Table 3. Management support

Compensation	Mean	Standard deviation
I have a strong work relationship with my seniors and colleagues	4.09	1.196
There are internal mechanisms to solve conflicts among the staffs	4.22	1.159
Staffs are well rewarded for their outstanding performance	4.21	1.147
There is team work in our department	4.27	1.089

The study sought to examine the respondent's level of agreement or disagreement on the various measures of compensation. Table 3, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.09), (mean score 4.22), (mean score 4.21) and mean score 4.27) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means.

Communication

Table 4. Communication

Communication	Mean	Standard Deviation
Strategic objectives are well communicated in all department	4.09	1.196
Good communication has contributed to a successful combat of terror crime in Kenya	4.22	1.159
Strategies are always communicated on time	4.21	1.147
The successfully implemented strategies are dues to effective communication	4.27	1.089

The study sought to examine the respondent's level of agreement or disagreement on the various measures of compensation. Table 4, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.09), (mean score 4.22), (mean score 4.21) and mean score 4.27) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means.

Strategy Implementation

Table 5. Strategy implementation

Employee performance	Mean	Standard Deviation
There is periodic evaluation of the level of implementation	4.03	1.033
There is recycling of strategic plans	4.11	1.022
Strategies are successfully implemented	4.04	1.048
Strategies applied help reduce crime	4.08	1.019

The study sought to examine the respondent's level of agreement or disagreement on the various measures of employee performance. Table 5, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5), (mean score 4.03), (mean score 4.11), (mean score 4.04) and (mean score 4.08) in extension all the variables had a standard deviation less than 1.96 which means that all the variables are normally distributed around their means.

Collinearity test using Correlation Matrix

Table 6. Correlation Matrix

	Resource allocation	Skilled personnel	Management Support	Communication	Strategy implementation
Resources Allocation	1				
Skilled personnel	0.374	1			

Management support	0.553	0.425	1		
Communication	0.414	0.475	0.493	1	
Strategy implementation	0.850	0.819	0.792	0.849	1

From table 6 it can be observed that the correlation between the independent variables and the dependent variable was high. The interpretation was that the level of multicollinearity between the independent variable was not very high which meant that the influence of each variable in the regression model could be isolated easily. According to Brook (2002) multicollinearity is the problem that occurs when the explanatory variables are very highly correlated with each other. Brook note further that if there is no relationship between the explanatory variables, they would be said to be orthogonal to one another. If the explanatory variables were orthogonal to none another, adding or removing a variable from a regression equation would not cause the values of the coefficients on the other variables to change. Burns and Burns (2008), assert that muticollinearity is the presence of very high correlations between the independent variables and should be avoided.

On the other hand however a very high correlation between the independent and the dependent variable is termed as good since it shows the explanatory power of the individual independent variable. From table 6 it was noted that the correlation between employee performance and the various independent variables was above 30%, which was a good indicator of the explanatory power of the independent variables on the variance of the dependent variable.

Regression Results

Table 7. Regression Result

Variables	Coefficient beta	Std. Error	t	p-value
(Constant)	1.234	0.370	3.335	0.009
Resources allocation	0.321	0.059	5.463	0.000
Skilled personnel	0.278	0.055	5.024	0.000
Management Support	0.211	0.055	3.801	0.012
Communication	0.287	0.061	4.700	0.005
F=> 146.966	P=>0.000		Adjusted R-squared	0.81

The fitted regression model is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 1.234 + 0.321 X_1 + 0.278 X_2 + 0.211 X_3 + 0.287 X_4 + \varepsilon$$

Resource Allocation

From table 7, the regression coefficient of Resource allocation was found to be 0.321. This value shows that holding other variables in the model constant, an increase in Resource allocation by one unit causes the implementation of terror crime management strategies to increase by 0.321 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between Resource allocation and implementation of terror crime management strategies by the national police service.

Coefficient of skilled personnel was found to be 0.278. This value shows that holding other variables in the model constant, an increase in skilled personnel by one unit causes the implementation of terror crime management strategies to increase by 0.278 units. The positive effect shows that there is a positive relationship between skilled personnel and implementation of terror crime management strategies by the national police service.

Coefficient of Management support was found to be 0.211. This value shows that holding other variables in the model constant, an increase in Management support by one unit causes the implementation of terror crime management strategies to increase by 0.211 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between Management support and implementation of terror crime management strategies by the national police service.

Finally the regression coefficient of Communication was found to be 0.287. This value shows that holding other variables in the model constant, an increase in Communication by one unit causes the implementation of terror crime management strategies to increase by 0.287 units. The positive effect shows that there is a positive relationship between Communication and implementation of terror crime management strategies by the national police service.

4. SUMMARY OF THE FINDINGS

Resource Allocation

From the results, all the measurers of resource allocation were found to have effect on the implementation of terror crime management strategies as depicted by the various responses from the respondents that were presented using table where the response was also in percentage form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. The resource allocation variable was found to have a positive effect on implementation of terror crime management strategies. This

meant that increase in resource allocation facilitated the increase in implementation of terror crime management strategies in the national police service.

From the results, all the measurers of skilled personnel were found to have effect on the implementation of terror crime management strategies as depicted by the various responses from the respondents that were presented using table where the response was also in percentage form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. The skilled personnel variable was found to have a positive effect on implementation of terror crime management strategies. This meant that increase in skilled personnel facilitated the increase in implementation of terror crime management strategies in the national police service. This coefficient was found to be statistically significant. The t-statistic value was found to be 5.024 and the p-value was found to be 0.000, a value that was less than the critical value of 0.05. The findings therefore showed that for the national police service to improve on the implementation of strategies on combating crime, skilled personnel is a key factor to be considered.

Measurers of management support were found to have effect on the implementation of terror crime management strategies as depicted by the various responses from the respondents that were presented using table where the response was also in percentage form. The management support variable was found to have a positive effect on implementation of terror crime management strategies.

The communication variable was found to have a positive effect on implementation of terror crime management strategies. This meant that increase in communication facilitated the increase in implementation of terror crime management strategies in the national police service.

5. CONCLUSION

The study concluded that resource allocation was a key determinant of implementation of terror crime management strategies in the Kenyan National police service. The findings that, resource allocation had a positive effect on implementation of terror crime management strategies was a good indications that increase in resource allocation motivate better implementation of strategic plans in combating crimes in the country. This meant that there is need to allocate adequate resources for better implementation of strategies in the police force. This variable was found to have a positive and a statistically significant effect on the implementation of terror crime management strategies. This variable was the least influential on strategy implementation.

The study concludes' that skilled personnel was a key determinant of implementation of terror crime management strategies in the Kenyan National police service. The findings that, skilled personnel had a positive effect on implementation of terror crime management strategies was a good indications that increase in skilled personnel motivate better implementation of strategic plans in combating crimes in the country. This meant that there is need to allocate adequate resources for better implementation of strategies in the police force. This variable was thus found

to have a positive and a statistically significant effect on the implementation of terror crime management strategies. This variable was the least influential on strategy implementation.

The study concluded that management support was a key determinant of implementation of terror crime management strategies in the Kenyan National police service. The findings that, management support had a positive effect on implementation of terror crime management strategies was a good indications that increase in management support motivate better implementation of strategic plans in combating crimes in the country. This meant that there is need to have management support for better implementation of strategies in the police force. This variable was found to have a positive and a statistically significant effect on the implementation of terror crime management strategies. This variable was the least influential on strategy implementation.

From the qualitative analysis it was found that the variables; I have a strong work relationship with my seniors and colleagues, there are internal mechanisms to solve conflicts among the staffs, staffs are well rewarded for their outstanding performance and that There is team work in our department to be key measures of resources allocation.

The study concluded that communication was a key determinant of implementation of terror crime management strategies in the Kenyan National police service. The findings that, communication had a positive effect on implementation of terror crime management strategies was a good indications that increase in communication motivate better implementation of strategic plans in combating crimes in the country. This meant that there is need to enhance communication in the police service for better implementation of strategies. This variable was found to have a positive and a statistically significant effect on the implementation of terror crime management strategies. This variable was the least influential on strategy implementation.

From the qualitative analysis it was found that the variables; Strategic objectives are well communicated in all department, Good communication has contributed to a successful combat of terror crime in Kenya, Strategies are always communicated on time, The successfully implemented strategies are dues to effective communication to be key measures of resources allocation.

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