

EFFECT OF MERGERS ON SECURITY MANAGEMENT IN THE NATIONAL POLICE SERVICE, BUSIA COUNTY, KENYA

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ABSTRACT

This study explored the effect of the National Police Service mergers on security management in Busia County, Kenya. This study was guided by four specific objectives: to examine the influence of police service restructuring on security management in Busia county, to investigate the effect of harmonized recruitment and selection on security management; to assess the effect of harmonized training and development on security management; and to analyze the effect of stakeholder collaboration and community engagement on security management. The dependent variable was the effectiveness of security management, whilst the independent variables were police service restructuring, harmonized recruitment and selection, harmonized training and development, and stakeholder collaboration. The study was anchored on Kurt Lewin's Change Management Model and the Theory of Conglomerate Mergers. It adopted a descriptive cross-sectional research design, which enabled the collection of both quantitative and qualitative data at a single point in time. The collected data was analyzed using the SPSS to ensure a comprehensive understanding of how the different variables have been effective in Security management in the country. The Study targeted 1790 respondents composed of Police Officers, Peace promoters, National Government Administrators and Village elders. A sample of 179 was eventually included in the research. Stratified random sampling and purposive sampling was adopted to arrive at the sample. Data was analyzed using descriptive statistics and regression analysis for quantitative data. Thematic analysis was used on qualitative data. This data was presented utilizing tables, graphs, charts and narratives. The findings demonstrated that; Police Service Restructuring had a strong and statistically significant positive influence on security management, with high levels of respondent agreement and a standardized beta coefficient of 0.975. Harmonized recruitment and selection contributed positively to effective security management. The model demonstrated strong statistical significance ($t = 50.595$, $p < .001$). Harmonized Training and Development had a very strong positive influence on security management, supported by a high correlation ($R = 0.972$) and significant prediction of variance (94.5%) in security outcomes. Stakeholder Collaboration also significantly influenced security management, suggesting that partnerships with community members and other stakeholders enhanced the effectiveness of security interventions. The research concluded that the merger-related reforms had a significantly positive effect on security management in Busia County.

Key Words: Police Service Restructuring, Harmonized Recruitment, Harmonized Training, Stakeholder Collaboration

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INTRODUCTION

The word merger is defined as the act of combining two or more separate entities into a single entity. This process involves the consolidation of assets, operations, and resources of the merging organizations to form a new, unified entity (Jeanine Skowronski, 2024). In the Kenyan context, according to (Muthondeki *et al.*, 2017), the merger is the amalgamation of the two police forces, namely Kenya Police and Administration police, which are both security forces, charged with the maintenance of security. Both were until the merger managing security but under different commands. They go ahead to state that, the merger included an effort to improve security management and citizen-centric service delivery. (Annie, 2015), adds that other than being merged and put under one command of the inspector general; the merger had to do with among others, bringing in transparency, professionalism, discipline, performance, human rights records, and qualifications to be looked at during vetting of senior police officers. The aims of it all are: harmonization in recruitment, influence improved structure in security management, improved training, and enhanced collaboration and community engagement on security management of Kenya.

The main key aspect of this merger is the consolidation of resources, expertise, and jurisdictional responsibilities. This brings together multiple law enforcement agencies under a unified framework, such as national police service and collaboration among different units and departments.

In a global security management context, harmonized training and development practices are crucial for ensuring a standardized approach to security protocols and procedures across multiple regions (Kaplan, 2012). This involves developing global training modules on topics such as risk assessment, crisis management, and cyber Security to equip employees with the necessary skills and knowledge (Helfat *et al.*, 2014). For example, a global security firm may implement a centralized learning management system to deliver consistent training content to employees worldwide (Kaplan, 2012). The Department of Homeland Security (DHS), in the United States oversees the integration of federal agencies to a unified framework post-9/11 (U.S. Department of Homeland Security, 2021). The merge led to development of standardized training programs, which provides comprehensive training across different agencies. The homeland Security Act of 2002, combined up to 22 different federal agencies and department, which are working on security in an attempt to bring together and coordinate security matters. This followed the 9/11 Al Qaeda attack on the USA. The whole thing was to bring every security sector into a single command, efficiency and ease of operation.

Moreover, International Corporation and partnerships plays a vital role in global security management. Entities like ENTERPOL and regional security forums facilitate information exchange, capacity development and joint operations to address all cross - border threats. Security management therefore, reflects a concerted effort to promote collaboration and effectiveness in addressing complex security challenges, (Davidson, Jackson, & Smale, 2016). Interpol does international arrest and, in most cases, they work in collaboration with the country's police service. Within a regional security management framework, harmonized training and development initiatives adapt to regional security challenges while maintaining alignment with national policies (Choi & Ruona, 2011). This may include conducting regional security workshops and simulations to address specific threats prevalent in the region (Helfat *et al.*, 2014). For instance, in regions prone to natural disasters, training programs may focus on disaster response and recovery strategies tailored to local contexts (Choi & Ruona, 2011). An example can be found in the EU, which has converged national law enforcement agencies like Europol into police and training and development subjects (Europol, 2021 & Eurojust, 2021).

In the African context, police reforms in Rwanda after the 1994 genocide have played a fundamental role in helping achieve internal security in the country. As emphasized in the Baker (2007) study, the Rwandan government implemented police reforms that are based on the hybrid model and the political ideology of that regime. The model combined contemporary, efficient, and disciplined police force with less structured social control mechanisms based on popular justice. Baker (2017) stated that Rwanda's police reform implemented achieved its objective without too much resource strain.

In the East African Region, the merging of national security organs under the framework of the East African Community (EAC) has facilitated security management efforts regionally. All members of this framework have to work together to solve disputes that occur between them, for example, terrorism or organized crime problems in the area. The South African Development Community (SADC), on the other hand, also plays a crucial role in the security management through mechanisms such as the SADC Organ on Politics, Defense, and Security Cooperation, with the aim of peacekeeping and security sector reform among the Southern African countries, resulting in security and stability.

Kenya too has embraced the integrated approach towards security management. This has included a variety of strategies, policies, and initiatives designed to protect national security, fight crime, and keep the public safe. The integration of the security agencies is one of the new tenets in security management in Kenya. The National Police Service (NPS) was established through constitutional reforms in 2010 (Ouma, 2017). This integration aimed at enhancing coordination and improves the overall effectiveness of law enforcement efforts across the country. The National Police Service in Kenya operates under a unified command structure consisting of the Kenya Police Service, Administration Police Service and Directorate of Criminal Investigation, which aims at strengthening Kenya ability to address diverse security challenges. The Merger also involved Reforms in Training and Recruitment whereby efforts have been made to improve the training and recruitment processes within the Kenya Police Service to enhance professionalism and effectiveness. This includes initiatives to strengthen recruitment standards, provide ongoing training for officers, and modernize training facilities. Currently the Service recruits as an entity and it has created specialized units within the police. Currently the two units utilize the same technology and infrastructure enhancing operational capabilities (Cheruiyot, 2014)

On security management effectiveness, in democracies such as U.S.A, such reforms were started after complaints of the police brutality, the politicians misused the police, they didn't care about the human rights, they used excessive force, and these led to demands for police reforms in the country, (Walker 2010). Security management has a significant impact on effectiveness globally. An example is the integration of various security agencies under a centralized framework such as the Department of Homeland Security in the United States. (Dahl, 2021). Security management, on the same note, is the comprehensive process of assessing, evaluating, analyzing, and reducing possible security risks and threats against a country's assets, personnel, and operations. It is concerned with creating and instituting policies, procedures, and protocols for crisis or incident control. Security management's main goal is to provide a secure environment, reduce security incident impact, and ensure business continuity (Eguren, 2000).

In Kenya, just like many countries in the world, security is an utmost priority. The security docket is embraced within the Office of the President, where the Cabinet Secretary for Internal Security leads the functions of the same. Members from the National Government Administration Officers head the security structures in the regional, county, sub-county, divisional, and locational levels. Monthly security and intelligence committee meetings are held, and reports are escalated from these teams to the National Security Council chaired by the President.

Busia like county in Kenya has a security and intelligence committee, which is chaired by the County Commissioner of Busia. Their mandate is to manage the security in the county, maintain law and order and to oversee the security management of the lower units such as the sub county security and intelligence committee, which reports to the County team for smooth running of security matters.

Statement of the Problem

The police service plays a critical role in ensuring internal security, upholding law and order, and creating a conducive environment for social and economic development (Dahl, 2021). However, in many countries, particularly in Africa, police services have been characterized by inefficiency, corruption, ineptitude, and

misuse of authority (Hope, 2015). These persistent challenges have undermined public trust and weakened the overall effectiveness of security management.

In response, various governments have undertaken security sector reforms, including structural changes such as police mergers, with the aim of strengthening accountability, professionalism, and operational efficiency (Ungar, 2012; Shahjahan, 2006; Jeanine, 2024; Ouma, 2017). In Kenya, the Constitution of Kenya (2010) provided the framework for the merger of the Kenya Police Service and the Administration Police Service into the National Police Service (NPS). This merger was expected to address the historical misuse of the police by the executive, particularly during the 2007/2008 post-election violence, and to enhance security management through improved coordination, harmonized structures, and strengthened stakeholder collaboration.

Despite these reforms, security management challenges have persisted in Kenya. Official statistics indicate that crime levels remain high and, in some cases, have increased after the merger. For example, reported crimes rose from 70,779 before the merger to 97,301 in 2023 and further to 104,769 in 2024 (KNBS, 2024). These trends raise critical questions about the effectiveness of the merger in achieving its intended objectives of enhancing security management. Empirical studies on police reforms in Kenya have largely focused on issues such as police accountability, human rights, and governance (Ouma, 2017; Ungar, 2012). However, limited research has specifically examined the impact of the police service merger on the effectiveness of security management in the Kenyan context, particularly at the county level. This presents an important empirical gap that this study seeks to fill.

Thus, this research investigates the effect of the National Police Service merger on security management in Busia County, Kenya. Specifically, it examines how the merger has influenced police service restructuring, harmonized recruitment and selection, harmonized training and development, and collaboration with stakeholders in enhancing security management.

Objectives of the Study

The study was guided by the following objectives

- To examine the influence of police service restructuring on security management in Busia County.
- To investigate the effect of harmonized recruitment on security management in Busia County.
- To assess the effect of harmonized training on security management in Busia County.
- To analyze the effect of stakeholder collaboration on security management in Busia County.

Research Questions

The research questions below guided the study

- What is the influence of police service restructuring on security management in Busia County?
- What is the effect of harmonized recruitment on security management in Busia County?
- What is the effect of harmonized training on security management in Busia County?
- What is the effect of stakeholder collaboration on security management in Busia County?

LITERATURE REVIEW

Theoretical Framework

The Change Management Model

Margaux Poupard, (2022), discusses the understanding of Kurt Lewin's Change Management Model, in this work, Lewin states that in anything that is done, the only thing that remains constant is change and that people in any organization must be willing to accept that change, both as individual working in the organization and as organization. Change must be seen as an opportunity rather than a threat. Thus, every manager in any organization must be ready to lead his team to the desired change, which comes by. The proponent of the

Change Management Theory is a social psychologist, known as Kurt Lewin, he pioneered research on group dynamics and organizational development. In his study, he states that people are resistant to change in organization, and yet the change is inevitable and permanent. He postulated that change is constant and each organization must prepare its employees for that. He goes on further to say that the organization must always prepare its employees for change, execute the change, and finally integrate the change. The three stages of change he stated are, to unfreeze, change and refreeze. His analogy on change goes like this, unfreeze the ice, the changed ice that is now water on a new container, and then refreeze it.

In a real situation, the team has to unfreeze the current position as they prepare for the anticipated change, ushering in the change, adopting the change by doing what the change is all about, here the training on the new organization management structure takes place, new roles are assigned then finally fully embrace the new change as the new normal and go on as if nothing has happened. Lewin posits that ignoring an impending change does not make it go away, but just postponing it, thus the sooner an impending change is implemented the better for the organization. The organization must always prepare the employee for any change, which can occur anytime. The above theory frames this research as it argues about the change that is always at the doorstep of every organization. This theory is directly pertinent to the research as the merger of the Kenya Police Service and the Administration Police Service represented a major organizational change that required restructuring, harmonized recruitment, new training approaches, and collaboration with stakeholders.

In line with the research objectives, the model explains how restructuring requires "unfreezing" old command systems and introducing new, integrated structures. The theory further highlights how change requires developing new, standardized processes for onboarding personnel and justifies the "change" phase, where officers are trained to adopt new skills and adapt to new roles. Moreover, the theories' "refreezing" stage demonstrates how long-term security management depends on embedding community-police collaboration as part of the organizational culture.

Theory of Conglomerate Mergers

This theory is very specific to merger of different entities, the merging organizations must have been in most cases providing the same product, and had been previously in competition and the merger is sometimes one organization either being edged out or merged in order to better the production. The merger reduces competition and also leads to higher prices, in cases where it's done well. The standalone organization always stands to benefit in many ways, as it's now in control of the product and thus controls the market price, thus able to make more profit, Zhijun and Rey (2023). Zhijun goes on to argue that, the customers of the product also benefit from such merger. Notable examples of mergers internationally are Facebook \$22 billion Acquisition of WhatsApp in 2014, the other one is the Google \$ 12.5 takeover of Motorola mobile, Dellis purchase of data Storage Company at \$67 billion of EMC in 2015 Zhijun and Rey (2023).

While the theory has roots in corporate mergers, it is applicable to public sector reforms, including police service mergers. By combining entities, resources are consolidated, duplication is reduced, and service delivery is expected to improve. This theory directly supports the research objectives of this study as the merger of the Kenya Police Service and the Administration Police Service can be viewed as an organizational consolidation aimed at eliminating overlapping mandates and streamlining command structures. The theory suggests that merged organizations must standardize recruitment processes to ensure fairness, efficiency, and alignment with the new structure and further highlights that merged entities must harmonize training programs to develop a unified workforce with shared competencies. In relation to stakeholder collaboration and community engagement, the theory illustrates that merged organizations can achieve better coordination and interaction with stakeholders, enhancing public trust and operational effectiveness. Thus, the theory of conglomerate mergers frames this research by providing a lens through which the police merger in Kenya can be understood as an effort to improve efficiency, coordination, and ultimately the effectiveness of security management.

Empirical Review

Police Service Restructuring and Security Management

The restructuring of police services is very important in the improvement of law enforcement, public safety, and addressing global security challenges. It normally entails decentralization, community policing, and reforms in management. This discussion follows the funnel approach, where it explores global trends, African insights, and narrows down to focus on Kenya.

At the international level, police restructuring has been implemented to increase police responsiveness and community involvement. White and Johnson (2023) researched community policing in the U.S. and U.K., finding that decentralization improved police-community relations and crime prevention. However, they noted resistance from senior officers and resource constraints, which slowed full implementation. The study recommended further research to assess the long-term effects of community policing in diverse settings. Similarly, Silva and Pereira (2024) investigated community policing in Europe and noted that restructuring enhanced people's trust. However, they pointed out a certain deficit in the training of police officers, which weakened these approaches. They emphasized that training programs should be improved if police reforms are to be successful.

In Africa, police restructuring aims to tackle corruption, inefficiency, and resource limitations. Thompson et al. (2024) studied decentralization in places like South Africa and Nigeria. The team stated that decentralizing the powers of the police improved local responses to crime, but inadequate resources and training impaired implementation. Factors such as strengthening of the training and distribution of resources could ensure effective decentralization. Thompson's research similarly noted the difficulties of coordination and communication within the decentralized systems that were hindering the response to crimes. It looks like decentralization needs good internal communication and logistical coordination to be effective in African contexts.

In Kenya, the Police restructuring is part of a larger plan toward better security and winning public confidence. Ngugi 2023 has focused on the Kenya Police Service in Nairobi, where devolution increased responsiveness and allowed for the local officers to tackle issues specific to their communities. This has resulted in reduced petty crimes and better confidence in the police. Ngugi, however, highlighted several challenges: the resistance from senior officers and lack of training for junior officers, which delayed the pace of reform. Ngugi's study emphasized the need for leadership support and a nationwide focus on training and resource allocation for decentralization to be fully effective. Further research conducted by Ochieng, 2024, indicated that although Nairobi city benefited from the restructuring, other areas, ones that are more so rural presented many challenges to the restructuring exercise. These challenges included a breakdown in infrastructure and finances that reduced the application of decentralized policing. Ochieng argued that close coordination was needed between local and national police with equal distribution of resources.

In conclusion, the restructuring of police has indeed ensured better responsiveness of the police at the local level, improvement in community relations, and crime prevention. International experiences indicate that decentralization and community policing work, though there are problems related to resistance, lack of resources, and insufficient training that hamper the process. In Africa, and particularly in Kenya, decentralization has ensured better local management of security, though there are still significant gaps in resources, officer training, and leadership support. These gaps must be addressed for sustainable success, and the restructuring efforts have to be consistently applied across Kenya.

Harmonized recruitment and selection and security management

The harmonization of the police service's recruitment and selection processes guarantees better efficiency, fairness, and professionalism in service delivery. That means qualified personnel are being recruited into the police to manage security. On a global scale, harmonized recruitment has been a critical driver for change in

the way police forces are recruited. Smith and Rogers (2022) sought to establish the practices for the recruitment process in Australia, the U.K., and the U.S. and reported that harmonization led to a more open, nondiscriminatory, and standardized recruitment process, hence increasing the quality of the recruits. Through their quantitative research, they established that standardized recruitment reduces nepotism and corruption, hence offering a better public confidence in law enforcement. On the other hand, Smith and Rogers (2022) noted that harmonized processes could not address unique needs of the local communities at all times, which implies recruitment should be flexible to tackle regional security challenges. Williams and Johnson (2023) also documented that harmonized recruitment in European countries increased the competency of recruits, especially in problem-solving and decision-making skills, to enable police forces to handle some complex security issues.

It has also been introduced in Africa as part of wider security sector reform. Nguyen et al. Crosby (2023) researched police recruiting in South Africa, Nigeria, and Kenya. He observed that standardized recruiting was practised, especially in states with complex ethnic diversity, in order to avoid bias. Their research postulates that the impact of harmonization is to eliminate selection biases based on racial and political grounds, hence raising the level of professionalism within the police departments. Nguyen et al. (2023), on the other hand, identified a variety of problems affecting Africa: corruption, resistance to change, and the impossibility of setting one system for a country so regionally different. The needs of the locality, such as specialized training for police personnel serving in rural areas, were ignored during harmonization and further complicated the efforts at recruitment.

Standardization in police recruiting is part of the large-scale reforms designed to ensure efficiency in police operations. Karanja (2023) studied the consequences of harmonization of recruitment in perspective and context pertinent to the Kenya Police Service. He reports that the practice has become less prone to discrimination due to its professionalism. This qualitative study noted that they were selected on the basis of merit, thus doing away with nepotism and other forms of partiality. Consequentially, the nature and ability of representative police have increased to deal with any emerging security issues. Harmonization of police recruitment in Kenya has been among the major reforms in pursuit of improved effectiveness of police service delivery. Karanja, 2023, conducted research into the influence brought about by harmonized recruitment within the Kenya Police Service. He realized the process was more open, nondiscriminatory, and professional. The qualitative study revealed that recruits were admitted on merit to ensure aspects of nepotism, among other forms of favoritism, were nil. As a result, the representative outlook and capacity of the police have increased in dealing with emergent security challenges. Ochieng 2024 finds further support for these observations in a follow-up study on the Kenyan police service, which has further cemented these observations: while harmonized recruitment improved professionalism, it did not fully address regional security needs. In remote areas, recruits often lacked specialized training to address unique local issues, such as managing rural-urban crime transitions or dealing with specific

Putting it in a nutshell, harmonized recruitment has thus managed to ensure more professionalism among the police, less corruption, and greater openness in the process of recruitment. International studies have shown how harmonization enhances the quality of recruits. In Africa, including Kenya, this has helped to ensure more just and open systems, but regional disparities, logistical challenges, and local security needs remain quite formidable. These are issues that need resolution if the advantages of harmonized recruitment are to be equitably distributed among the regions.

Harmonized training and development and security management

Harmonized training and development programs are one of the key building blocks for reforms in policing, which seek to ensure that security forces become more effective, professional, and responsive. These programs aim at standardization of training among police agencies so that personnel can acquire relevant competencies to deal with emerging security challenges. This discussion follows the funnel approach, first

exploring global trends, then examining the African context, and finally focusing on Kenya. The need for harmonized training and development programs has become a significant concern in ensuring consistency in law enforcement practices and improving security management globally. Taylor and Green (2022) examined harmonized police training in the U.S., Canada, and the U.K. Through their quantitative research, they established that standardized training programs across different regions enhanced the understanding of police officers in terms of legal frameworks, conflict resolution, and community engagement. The consistency enabled better coordination within multinational peacekeeping missions and improved crime prevention techniques.

The study by Taylor and Green (2022) also noted that one aspect of the harmonized approach was to help alleviate public concerns about police brutality and misconduct, as officers were then subjected to training in ethical decision-making and human rights. However, the same study also pointed out how deficiencies in context-specific trainings—for example, addressing a particular local security challenge—could undermine such uniform programs. Another study on police training in Australia and New Zealand by Williams and Thompson (2023) noted that continuous professional development is complementary to harmonized training. They stated that such training has to go hand in hand with continuous education in light of ever-changing crime patterns and advances in technology. The authors further suggested that diversity and cultural competence be inculcated through training to help improve police-community relations.

In Africa, harmonized training and development have been part of broader efforts to professionalize police forces and improve security management. Mwaura et al. (2023) studied harmonized police training in South Africa and Nigeria, showing that standardization helped build a more skilled and professional police force. Their mixed-methods study showed that harmonized programs enhanced police officers' technical skills, leading to more effective law enforcement, especially in counterterrorism and border security operations. However, the study also underlined some of the challenges that were uniquely African in context. Mwaura et al. (2023) established that harmonized training had improved the core skills of officers but often fell short in addressing the diverse security needs of different regions. For instance, training based on urban areas, where crime patterns are different, did not prepare officers for rural and border security challenges. They recommended that while harmonized programs should be adaptable to the local context, they should be able to maintain a standardized framework.

In Kenya, harmonized training has been the centerpiece of police reforms toward improving security management. Ochieng 2024 conducted a study on the impact of harmonized training in the Kenya Police Service. He found that standardization of protocols for training enhanced the general competence and professionalism of police officers. The study showed that police personnel who underwent training under harmonized programs showed better compliance with legal standards, enhanced crisis management, and a better capacity for community policing. On the other hand, Ochieng' (2024) determined that harmonized training in Kenya still had some logistical setbacks. While the centers of urban areas like Nairobi enjoyed well-resourced training programs, far-flung areas had difficulty with access to training facilities and materials. There were also regional variations in the educational backgrounds of those recruited, leading to disparities in how they were trained. According to the findings, recommendations were made that harmonized training was to remain standardized but was also to consider local needs for support in under-resourced areas.

Training and development harmonization is also crucial in increasing police professionalism, better crime management, and improving relationships between the police and the community. According to various international studies, standardized training enhances skills and consistency in the practice of policing among officers. In Africa, including Kenya, though harmonized training has ensured significant enhancement of police capacity, regional disparities and other logistical challenges persist.

Stakeholder's collaboration and Security Management

In security management, the stakeholder collaboration plays a major role in ensuring safety, order, and public

confidence, particularly after the merger of security agencies. Merger of law enforcement agencies has normally been undertaken to achieve streamlining of operations, reduction of redundancies, and enhancement of effectiveness. Nevertheless, in the post-merger phase, collaboration between various stakeholders, such as police services, government bodies, private sector entities, and civil society, becomes important for the seamless integration of operations and the enhancement of security outcomes. The collaboration of stakeholders with regard to post-merger security management has been studied in various contexts globally. Smith and Johnson (2023) researched the effects of police service mergers in the United States and the U.K., noting that effective collaboration between stakeholders such as local government agencies, non-governmental organizations (NGOs), and community groups was vital for ensuring the success of post-merger security management.

The qualitative study conducted showed that the merger of police forces created opportunities for sharing resources and expertise, but it also presented challenges in aligning the various stakeholders' goals, especially on issues to do with jurisdiction, community trust, and funding. The study showed that effective cooperation after merger required clear communication, joint planning, and establishing common goals. Miller and Thompson (2022) also addressed the post-merger integration of police services in Canada, whereby the participation of private security companies and technology firms in collaborative security activities was found to enhance operational effectiveness. They concluded that this collaboration-even with private stakeholders-is more likely to result in holistic security strategies, adding value in innovative and flexible ways. Issues arose, however, as related to the different cultural backgrounds of agencies that have been merged within which some groups of stakeholders proved to be more non-cooperative than others are, as noted by Smith and Johnson, 2023. Once a merger had taken place, this needed to be overcome if there was to be any meaningful collaboration leading towards cultural integration, an aligned mission, and mutual respect.

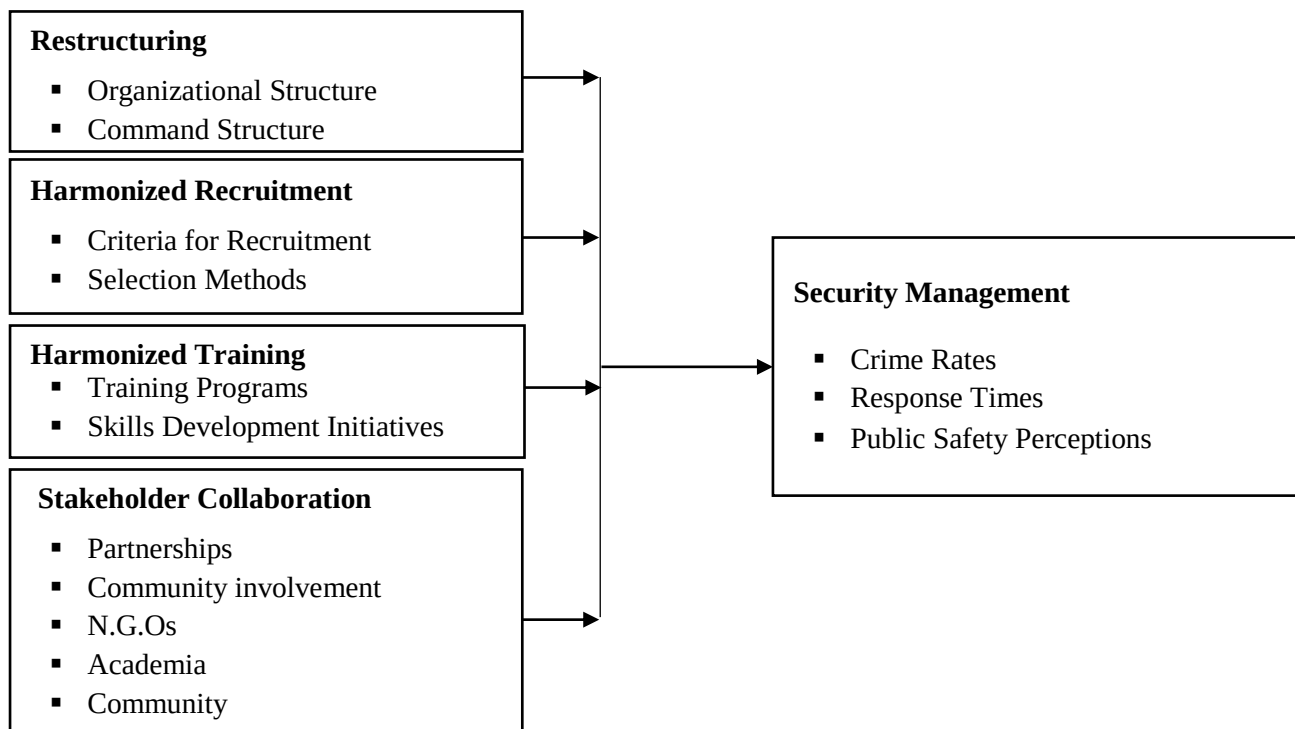
The collaboration in post-merger security management is required to the fullest level among stakeholders in Africa. Nguyen et al. (2024) examined reforms in the security sector between different African states, such as South Africa and Nigeria, where mergers of police services had taken place. The mixed-method research they conducted showed that such mergers, while having their impacts on the police for better resource utilization and efficiency of operations, could achieve successes depending upon how the stakeholders collaborated: government bodies, local communities, international organizations, and private security firms were involved in the transition process. Nguyen et al. (2024) have identified that it was the involvement of local communities that helped in gaining confidence and ensuring effective policing, especially in post-conflict regions where security management had to be rebuilt. They observed that when local stakeholders were involved in decision-making, there was a higher level of integration and community acceptance of the merged forces. However, where the consultation with the community leaders and civil society organizations was minimal, resistance to change was high, which undermined the reform process.

Kenya is one good example of stakeholder consultation on security management following a merger.

Since the formation of the National Police Service by merging the Kenya Police Force and the Administration Police Service in 2011, stakeholders like government institutions, international partners, and civil society were involved in its post-merger integration processes. Karanja (2023) discusses collaboration between stakeholders involved and how that influences security management in Kenya. His qualitative research has indeed revealed that some key challenges faced the NPS: divergent organizational cultures, differing standards of training, and outright resistance by a few police officers who were skeptical of this merger. In sum, however, Karanja (2023) describes the collaboration between government agencies, local community organizations, and international partners as very important for this matter. The stakeholders also assisted in the design of joint training programs and ensured better resource allocation while also ensuring that the officers are equipped to handle the latest security challenges. The contribution of community-based organizations proved key in bridging the gaps between the police and the public, enhancing community-policing efforts.

Notwithstanding these successes, Karanja (2023) revealed that the collaboration between the stakeholders was not always smooth; some government agencies were experiencing difficulties in aligning their priorities to stand in line with the NPS goals. Political interference, bureaucratic inefficiencies, and the absence of a clearly defined, unifying strategy had been perceived as obstacles toward more effective collaboration.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Researcher (2025)

METHODOLOGY

This research adopted a descriptive cross-sectional research design. The location of this research was based in Busia County, Kenya. The target population for this study is the group of individuals from whom data was collected to address the research questions (White & Kirkendall, 2018). The target population for this study on National Police Service Mergers and Effectiveness on Security Management in Busia County, Kenya, consists of several groups that are either directly affected by the Police Merger or involved in the police mergers. Primarily, it focused on the members of the National Police Service operating within Busia County, including police officers, administrative staff, and management personnel. The study also targeted the local residents of Busia County and other stakeholders such as the National Government Administration officers, which include an array of community members who either interact or are affected by police services.

A stratified random sampling and purposive sampling methods was employed. According to Creswell (2023), the sample size for research studies conducted in universities should be a minimum sample of 100 and 10% of the target population, while in smaller stratified population such as the police management personnel's which has a population of 9, a census was conducted, According to Nueman, W. L. (2007), on sampling of small size, any population which is below 50. All the population makes it to the sampled population. Due to the fact that the target population is not huge, the sample size was calculated at 10%. Given the target population of 1585, the sample size will be approximately 168 individuals.

To achieve the research objectives regarding the National Police Service Mergers and Effectiveness on

Security Management in Busia County data was collected from both the Primary and Secondary Sources. By combining primary data collection methods and utilizing secondary data sources, this study aimed to gather comprehensive and robust data. The primary data collection involved four categories. For Police Management Personnel that is the County Commandant and the Sub-County Police Commandants, data was gathered through structured interviews and questionnaires directly administered to them in their respective areas of Jurisdiction. These individuals were chosen for their direct involvement in ensuring the operationalization of the merger and its success. The questionnaires were primarily consisting of closed-ended questions, ensuring consistent responses that are easy to quantify and analyze. Similarly, for Junior Police Officers and Officers of the National Government Administration officers, questionnaires and interviews were used to gather insights on mergers and Security Management.

Secondary data was gathered from existing literature, reports, and records related to Police Mergers and Security Management in the Country. This included academic articles, government reports, NGO publications, and research studies.

The researcher conducted a pilot study in Busia County, which had a target of 10% of the sample population of this research, which is 17 respondents. The respondents of the pilot study included One Police Commandant, Eight Junior Police officers 3 NGAO Officers and Five Key respondents. This diversity was crucial in testing the instruments under conditions similar to those expected in the main study (Bergin, 2019). Those respondents were randomly selected through the simple random sampling method and was not used in the main survey. A pilot study allowed the researcher to detect any mistakes in the research design, and correct them prior to the completion of the entire study. This increased confidence for the research design and findings of the final study. By doing a pilot study, the researcher gained insights into the people being studied and adjust for any biases that might occur with the instruments for the research was conducted in the final study.

The research design needed to be robust and relevant, using metrics that actually reflected changes in security management, such as crime rates, response times, and resource allocation. Quantitative and qualitative methods were used to capture the comprehensive view of the effects of the merger. Another critical aspect of validity involved the control for exogenous factors that may have influenced security outcomes independently of the mergers. With more rigorous control and a well-defined comparison group, the study was in a better position to isolate the effects of the mergers from other influencing factors. This ensured that such considerations formed part of the research design, enhancing validity of findings and providing a more accurate assessment of how National Police Service mergers influenced security management, and hence guided more effective policy and operational decisions. The instruments were administered in pilot sites, which were deliberately selected to reflect the variability of the population under study, and the respective feedback was solicited. This helped identify ambiguities and biased questions for change in wording (Bergin, 2019).

The reliability of the research tools was determined through the test-retest method and internal consistency. Test-retest is the tool administration of the same tools to the same pilot group at two different times. Responses were correlated to test the stability of the instrument over time (Creswell, 2023). Reliability was assessed utilizing Cronbach's alpha reliability coefficient where an adequate alpha ($\alpha > 0.7$) indicated that the instrument was reliable in assessing the underlying construct.

Data collection for this research covered the process from pre-testing of instruments up to the actual collection of completed questionnaires and interview data from respondents. Such a systematic approach was critical in guaranteeing the correctness and dependability of the collected data. The questionnaires and interview guides underwent a pre-testing phase before the actual data collection commences. This included clarity, words used, and, finally, a look into how the questions wereset out, in general. 5-10% of the sample size was used, constituting the target population, to identify issues (Bergin, 2019). In the process of refining and adjustment,

feedback from this pretest was assimilated to make the instruments comprehensible.

The data obtained through feedback form and interviews, were analyzed to generate insights aligned with the study's objectives. Descriptive statistics, including means, frequencies, and percentages, were used to summarize the data, presented through pie charts, bar graphs, and frequency tables. Inferential statistics were employed to generalize findings from the sample to the larger population. Quantitative data analysis was performed using SPSS version 257, combining both descriptive and inferential methods. Qualitative data was analyzed through thematic analysis, with findings presented narratively, Natasha Mark et al, (2005). The inferential analysis utilized regression models to examine relationships between the research variables. The general form of the regression model is:

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

Whereby:

- Y is the effectiveness of security management
- β_0 = Population Y intercept
- $\beta_1, \beta_2, \beta_3$ = Population slope coefficient
- X_1 = Police Service Restructure
- X_2 = Harmonized recruitment and selection
- X_3 = Harmonized training and development
- X_4 =
- ϵ = Error component

The study was conducted in a manner that did not violate the integrity and equity of the research in Busia County. The research was guided by strict ethics, including informed consent from all participants. This involved clear and comprehensive information regarding the intent of the research, procedures to be undertaken, risks, and benefits associated with the study (Mat Roni & Djajadikerta, 2021). Participants were assured of their right to pull out of the research at any stage without repercussions. To protect their privacy, all data provided was treated with strict confidentiality and securely stored. Additionally, the researcher obtained a research license from the NACOSTI as well as the necessary approvals from relevant authorities and institutions prior to commencing the study. This report can be shared with relevant stakeholders including local authorities, policymakers, and relevant organizations to inform decision-making and policy development related mergers and security Management. Additionally, the research outcomes may be disseminated through academic publications and conferences to contribute to broader understanding of security management.

FINDINGS AND DISCUSSION

The study was represented by a sample of 179 respondents. Out of the 179 questionnaires, 152 questionnaires were duly filled and returned. This presents 89.91% which suggests that the response rate was sufficient to proceed with data analysis (Sauders 2019).

Reliability Test

To analyze the internal consistency or the reliability of the research tools, Cronbach's Alpha was computed for each construct, a value above 0.70 suggests acceptable reliability. The results were exhibited in table 1

Table 1: Reliability Test

Construct	Number of Items	Cronbach's Alpha
Restructuring	5	.966
Harmonized Recruitment	5	.967
Harmonized Training	5	.965
Stakeholder Collaboration	5	.962
Security Management	5	.973

Source: Research Data (2025)

Police Service Restructure and Security Management

The section presents the descriptive analysis and inferential analysis for each objective

Table 2: Police Restructuring

Source: Research Data (2025)

Statement	N	Mean	Std. Deviation
Restructuring of the Police Service has influenced security management practices in Busia County	152	3.66	1.229
Harmonized recruitment and selection process has improved the quality of personnel within the National Police Service	152	3.62	1.366
Harmonized training and development program has improved the skill sets of officers in handling security issues	152	3.62	1.276
Level of collaboration with stakeholders (e.g., community, government, NGOs) has enhanced security management and post-merger	152	3.62	1.307

The research aimed to assess the opinion of the respondents regarding the influence of police service restructuring on various aspects of security management. This was achieved by computing the descriptive statistics, which included the mean and standard deviation based on a Likert scale of Scale: Strongly Disagree represented by 1: Disagree represented by 2: Neutral represented by 3: Agree represented by 4: Strongly Agree represented by 5. The findings suggested that with a mean of 3.66, the respondents considered police restructuring to have considerable influence on police restructuring. The remaining constructs were harmonized recruit and selection process, training aspect and stakeholder collaboration had similar mean score of 3.62 indicating a moderate influence. The standard deviations were between the range of 1.229 and 1.307 suggesting moderate response. The mean of 3.66 shows that respondents generally agreed restructuring has a considerable influence, which aligns with the claim that restructuring improves responsiveness, community relations, and crime prevention. The moderate means (3.62) for recruitment, training, and stakeholder collaboration show that while progress has been made, respondents did not perceive these areas as very strong — this connects well with the noted challenges of lack of resources, insufficient training, and resistance. The moderate standard deviations (1.229–1.307) show some divergence of opinion, reflecting that while many respondents see benefits, others still perceive gaps or challenges. This supported by Ochieng, 2024, who suggested that although Nairobi city benefited from the restructuring, other areas, especially rural presented many challenges to the restructuring exercise. These challenges included a breakdown in infrastructure and finances that reduced the application of decentralized policing.

Table 3: Correlation Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.975 ^a	.950	.950	.27181	.950	2852.072	1	150	.000	2.705
a. Predictors: (Constant), Police service Restructure _mean										
b. Dependent Variable: Security management _mean										

Source: Research Data (2025)

A simple linear regression was conducted to examine the influence of Police service Restructure on Security Management. The findings revealed a significant relationship between the variables. This was supported by a correlation coefficient of 0.975, the R Square value of 0.950 suggesting 95% of variance, which was explained, by the restructuring process of the police service. The model was found to be statistically

significant at $F(1,150) = 2852.072$, $p < .001$ indicating that police service restructuring was a significant predictor of security management. The study by (Blanes et.al, 2018) supports this finding as it demonstrated that organization restructuring has a consequential impact on police operational efficiency contributing to effective security management.

Table 4: Analysis of Variance

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.711	1	210.711	2852.072	.000 ^b
	Residual	11.082	150	.074		
	Total	221.793	151			

a. Dependent Variable: Security management _mean

b. Predictors: (Constant), Police service Restructure _mean

Source: Research Data (2025)

The ANOVA analyses supported by the values of $F(1, 150) = 2852.072$, $p < .001$ suggests that police service restructuring significantly acts as a strong predictor of security management. Further, the sum of squares = 221.793, indicates that the independent variable was a strong predictor of the dependent variable.

Table 5: Coefficients

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.217	.068		3.203	.002		
	Police service Restructure mean	.947	.018	.975	53.405	.000	1.000	1.000

a. Dependent Variable: Security management mean

Source: Research Data (2025)

The regression coefficients analysis indicates that police service restructuring has a very strong and statistically significant influence on security management. This was further supported by the fact that the Beta of ($B = 0.947$) which suggests that for each and every unit increase in police service restructuring, the predictable value of security management was found to increase by 0.947 units. The t-value of 53.405 and the p-value of $< .001$ suggest the existence of a strong statistically significant relationship. This was also confirmed by the standardized coefficient of 0.975. The aforementioned findings were further supported by the following responses on police restructuring;

“The restructuring has positively influenced the security management by eliminating duplication of duties amongst the different units of police.” Another respondent said that Security had improved through; *“Timely response of security measures”*

Harmonized Recruitment and Security Management

The second research objective was to ascertain how the harmonized recruitment of the security personnel affected the management of security

**Table 6: Harmonized Recruitment
Descriptive Statistics**

	N	Mean	Std. Deviation
Restructuring of the Police Service has impacted the effectiveness of security management in Busia County.	152	3.60	1.377
Restructuring has improved communication and collaboration among different units within the National Police Service.	152	3.59	1.359
The roles and responsibilities of officers have become clearer as a result of the Police Service restructuring.	152	3.61	1.323
The restructuring has led to enhanced resource allocation for security management in Busia County.	152	3.61	1.312
Overall, the changes resulting from the restructuring have contributed to more effective security management in Busia County.	152	3.62	1.270
Valid N (listwise)	152		

Source: Research Data (2025)

The research aimed to investigate the effects of harmonized Recruitment on security management in Busia County. The responses were based on a 5-point Likert scale of 1-5. Based on the findings all aspects measured had mean score of 3.59 -3.62 suggesting moderate consensus with the statements. The highest item had a mean score of 3.62 and a variation of 1.270, which implied that the respondents were in agreement with the statements and restructuring changes in the security sector. Furthermore, aspects such as clearer roles had a mean score of 3.61 and a variation of 1.312, enhanced resource allocation had a mean of 3.61 and a variation of 1.312 while improved communication and collaboration had a mean score of 3.59 and standard deviation of 1.359. The results suggest that respondents perceived police restructuring as moderately effective with reference to role clarity, improved communication and enhanced resource allocation on the overall security management. These results implied that respondents perceived police restructuring as moderately effective in terms of role clarity, improved communication, and enhanced resource allocation, thereby contributing to overall security management. Similarly, Karanja (2023) conducted research into the influence brought about by harmonized recruitment within the Kenya Police Service. His research established that the process was more open, nondiscriminatory, and professional. The qualitative findings revealed that recruits were admitted based on merit, eliminating nepotism and other forms of favoritism. Consequently, the representative outlook and capacity of the police improved, enhancing their ability to deal with emerging security challenges.

Table 7: Analysis of Variance

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	209.515	1	209.515	2559.804	.000 ^b
	Residual	12.277	150	.082		
	Total	221.793	151			

a. Dependent Variable: Security management _mean

b. Predictors: (Constant), harmonized recruitment_ mean

Source: Research Data (2025)

The researcher conducted the ANOVA test for purposes of investigating to what level harmonized recruitment and selection affected security management in Busia County. With an $F(1, 150) = 2559.804$, $p < .001$ the findings suggest that the model was statistically significant. This suggests that harmonized recruitment and selection had a significant linear relationship with security management.

Table 8: Coefficients

Source: Research Data (2025)

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	.070	.074		.938	.350	
	Harmonized recruitment _mean	.978	.019	.972	50.595	.000	1.000 1.000

a. Dependent Variable: Security management mean

From the table the simple linear regression with a ($B = 0.978$) suggests that for every unit rise in harmonized recruitment, the predictability of security management increased by 0.978 units. This finding reinforces (Mutua, 2022) study which outlined that open, clear recruitment procedures, and competitive recruitment increasing police service delivery in Nairobi. Furthermore, the research revealed that the connection was strong and significant as supported by the t-value of 50.595 and $p .001$. This was further confirmed by a Beta of 0.972. Respondents were of the opinion that; ‘*the skill set for police had greatly improve*’ another responded had this to say- *the current selection criteria greatly identifies the needs of officers*. Another respondent was of the opinion that; ‘*the police leadership should concentrate on mental ability and not just physical aspect.*’

Harmonized Training and Development and Security Management

The researcher analyzed the influence of harmonized training and development on security management. The following were the findings.

Table 9: Harmonized Training and Development

Descriptive Statistics			
	N	Mean	Std. Deviation
The harmonized training programs have significantly improved the skill sets of officers in handling security issues.	152	3.64	1.340
The training provided post-merger has enhanced teamwork and collaboration among officers.	152	3.56	1.346
Officers feel more prepared to respond to security challenges as a result of the harmonized training and development initiatives.	152	3.59	1.319
The content of the training programs is relevant and applicable to the current security environment in Busia County.	152	3.61	1.288
Overall, harmonized training and development have positively influenced the effectiveness of security management in Busia County.	152	3.65	1.283
Valid N (listwise)	152		

Source: Research Data (2025)

The study assessed the effect of harmonized training and development on security management in Busia County. The responses were based on a 5-point Likert scale. The mean scores for the five statements ranged between 3.56 – 3.65, suggesting a moderate high agreement effect of harmonized training on security management. With a mean score of 3.61 and SD of 1.288, the content on training was found to be relevant to the police service. With regards to response to security challenges, supported with a mean of 3.59 and SD of 1.319. Lastly, training was found to have enhanced teamwork and collaboration within the police force in Busia County with a mean of 3.56 and SD of 1.346. Thus respondents perceived harmonized training as effective in promoting police preparedness, teamwork and contributing to the overall security management. These results indicate that respondents viewed harmonized training as effective in promoting police preparedness, teamwork, and contributing to overall security management. In support of these findings, Mwaura *et al.* (2023) established that harmonized training had improved the core skills of officers but often fell short in addressing the diverse security needs of different regions. For example, training programs designed around urban contexts, where crime patterns differ significantly, did not adequately prepare officers for rural and border security challenges. They therefore recommended that while harmonized programs should maintain a standardized framework, they should also be adaptable to the unique security dynamics of local contexts.

Table 10: Coefficients

Model Summary

Model	R		Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
	R	Square				F Change	df1	df2		
1	.958 ^a	.918	.917	.34878	.918	1673.212	1	150	.000	2.234

a. Predictors: (Constant), harmonized training _mean

b. Dependent Variable: Security management _mean

Source: Research Data (2025)

The simple linear regression was conducted to establish whether harmonized Training affected Security Management, Busia County. The $R = 0.958$ suggests a very strong positive correlation between the two variables. The $R^2 = 0.918$ indicates 91.8% of the difference in security management was as a result of harmonized training. The Adjusted $R^2 = 0.917$ confirmed that the model was fit and the existence of a strong relationship.

Table 11: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.545	1	203.545	1673.212	.000 ^b
	Residual	18.247	150	.122		
	Total	221.793	151			

a. Dependent Variable: Security management_ mean

b. Predictors: (Constant), harmonized training_ mean

Source: Research Data (2025)

The ANOVA analysis reveals that the model significantly projected the dependent variable. This was supported by the fact that the F-statistic = 1673.212 with a high df (1,150) suggesting a strong model fit. The Sig. of ($p = 0.000$) was found to be less than .05 which suggests a statistically significant model. Therefore, harmonized training and development was found to be significantly predicting security management aspects.

Table 12: Coefficients

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.213	.088		2.420	.017		
	Harmonized training mean	.947	.023	.958	40.905	.000	1.000	1.000

a. Dependent Variable: Security management mean

Source: Research Data (2025)

The table presents how security management was expected to change for every unit holding in harmonized training which was represented by 0.947. The standardized coefficient of ($Beta = 0.958$) indicated a very strong positive effect on harmonized training on security management. Furthermore, the t-value = 40.905 with $p < .001$ indicated that the effect of harmonized training was determined to be highly statistically significant. Thus, an increase in harmonized training was found to be strongly related to improved security management activities.

The study sought to analyze the effect stakeholder collaboration on security management. The following were the findings.

Table 13: Stakeholder's Collaboration

	N	Mean	Std. Deviation
Collaboration with community stakeholders has improved the effectiveness of security management in Busia County.	152	3.19	1.155
Regular communication and engagement with stakeholders have enhanced trust between the police and the community.	152	3.12	1.276
The involvement of stakeholders has led to more comprehensive security strategies in Busia County.	152	3.14	1.263
Partnerships with local organizations have provided valuable resources and support for security management efforts.	152	3.10	1.238
Overall, stakeholder collaboration has positively influenced the ability of the National Police Service to manage security effectively in Busia County.	152	3.18	1.235
Valid N (listwise)	152		

Source: Research Data (2025)

The descriptive analysis was done to investigate the respondent's views on collaboration between stakeholders and security management in advancing security management. The mean scores were between 3.10 and 3.19. From the findings, the aspect of stakeholder collaboration was found to have improved the efficiency of security management; a mean of 3.19 and an SD of 1.155 represented this. Which suggested that stakeholder collaboration had a positive effect on security management through stakeholder partnerships. Therefore, Stakeholder collaboration was found to positively influence security management as supported by the findings- mean score of 3.18 and SD of 1. 235. Furthermore, the findings revealed that involvement of stakeholders resulted to more comprehensive strategies with a mean of 3.14 and an SD of 1.263. In addition, partnerships with local organizations were found to have provided important resources as suggested by a mean of 3.10 and an SD of 1.238. These findings resonate with Nguyen et al. (2024), who identified that the involvement of local communities was crucial in building confidence and ensuring effective policing, particularly in post-conflict regions where security management had to be rebuilt. They observed that when local stakeholders were actively engaged in decision-making, there was a higher level of integration and community acceptance of merged forces. Conversely, minimal consultation with community leaders and civil society organizations often led to resistance, undermining reform processes. A relevant example is Kenya, where stakeholder consultation played a central role in security sector reforms following the 2011 merger which formed the NPS. During this process, government institutions, international partners, and civil society organizations were actively involved in post-merger integration, thereby strengthening the legitimacy and effectiveness of security management.

Table 14: Model Summary**Model Summary^b**

Model	R		Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
	R	Square				F Change	df1	df2		
1	.744 ^a	.554	.551	.81210	.554	186.299	1	150	.000	1.038

a. Predictors: (Constant), stakeholder collaboration mean

b. Dependent Variable: Security management mean

Source: Research Data (2025)

The model aimed to examine the predictability of stakeholder's collaboration on Security Management. The R

= 0.744 suggests a strong positive correlation between stakeholder collaboration and security management. The R Square of = 0.554 presents a variance of 55.4% on security management which is based on stakeholder collaboration. This implies a moderate and very significant influence. The F-test was found to be highly significant, suggesting that stakeholder collaboration significantly predicts security management.

Table 15: Analysis of Variance

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.866	1	122.866	186.299	.000 ^b
	Residual	98.927	150	.660		
	Total	221.793	151			

a. Dependent Variable: Security management _mean

b. Predictors: (Constant), stakeholder collaboration _mean

Source: Research Data (2025)

The findings of the ANOVA test suggest that the model was found to be statistically significant as informed by $F(1,150) = 186.299$. The Sig. (p-value) of <0.001 was also found to be highly statistically significant.

Table 16: Coefficients

Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	Model	B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	1.208	.189		6.386	.000	
	Stakeholder collaboration mean	.769	.056	.744	13.649	.000	1.000 1.000

a. Dependent Variable: Security management mean

Source: Research Data (2025)

The findings from the coefficients analysis suggested that stakeholder collaboration was found to be a statistically substantial prognosticator of the dependent variable, this was supported by a Beta + .744, $t = 13.649$, $p < .001$. Therefore, for every increase in security management the mean score of security management increased by 0.769 units. Thus, when the value 1.208 suggest that with a zero-stakeholder collaboration the predictor score for security management was found to be 1.208.

CONCLUSION AND RECOMMENDATIONS

The purpose of the study was to establish the effect that the merger has had on Police service Restructure, harmonized Recruitment and selection, harmonized Training and Development and on stakeholders' collaboration. This was achieved through the four objectives of the study and subsequent establishment of whether there existed a relationship between the independent variables and dependent variable. This research was dictated by the subsequent objectives; to examine the influence of the Police service Restructure on

Security Management, Busia County; To investigate effects of harmonized Recruitment on security management, Busia County; To outline the effects of harmonized Training on Security Management, Busia County; To investigate the effect of stakeholder's collaboration on Security Management, Busia County.

The first objective was to examine the influence of the Police service Restructure on Security Management. Table 4.3 presented the descriptive analysis and inferential analysis revealed that police service restructuring had a significant effect on security management. This was supported by the results indicating that with a mean of 3.66 the respondents considered police restructuring to have considerable influence on police restructuring. The ANOVA analyses of $F(1, 150) = 2852.072, p < .001$. Suggested that the independent variable was a strong predictor of the dependent variable. The regression coefficients findings also indicated that police service restructuring had a very strong and statistically significant influence on security management. This was supported by the findings 53.405 and the p-value of $< .001$ suggested the existence of strong statistically significant relationship. This was also confirmed by the standardized coefficient of 0.975.

The second objective was to ascertain effects of harmonized Recruitment on security management, Busia County. Table 4.4 revealed that clearer roles had a mean score of 3.61 and a variation of 1.312, enhanced resource allocation had a mean of 3.61 and a variation of 1.312 while improved communication and collaboration had a mean score of 3.59 and variation of 1.359. The results suggested that respondents perceived police restructuring as moderately effective with reference to role clarity, improved communication and enhanced resource allocation on the overall security management. The findings of ANOVA test suggested that the model was statistically significant. Therefore, harmonized recruitment and selection had a significant linear relationship with security management. In addition, the correlation coefficient analysis revealed that the relationship was strong and significant as supported by the t-value of 50.595 and p value of 0.001.

The third objective was to outline the effects of harmonized Training on Security Management. According to table 4.5 harmonized recruitment process was found to influence effectiveness of security management with a mean of 3.66 and SD of 1.245. Thus, the findings suggested that the respondents were of the opinion that harmonized recruitment and selection had a positively contributed to better operations of security management at the county. The inferential analysis suggested that the existence of a very significant relationship between harmonized recruitment and selection and security management. This was supported by a correlation coefficient of $R = 0.972$ which suggested a very strong and positive correlation between the independent variable and dependent variable. The ANOVA test suggested that the model was statistically significant as supported by the findings $F(1, 150) = 2559.804, p < .001$. The model was found to be statistically significant, $F(1, 150) = 2559.804, p < .001$ predicting the variance at 94.5% in security management. Furthermore, the findings suggested that harmonized recruitment had a favourable and substantial influence on security management.

The fourth objective of the study was to investigate the effect of stakeholder's collaboration on Security Management, Busia County. From the findings, the aspect of community stakeholders was found to have improved the efficiency of security management this was represented by a mean score of 3.19 and an SD of 1.155. Which suggested that stakeholder collaboration had a positive effect on security management due to the influence of stakeholder partnership. Stakeholder collaboration was found to positively influence security management. The model sought to examine effect of prediction by stakeholder's collaboration on Security Management. The $R = 0.744$ suggests a strong positive correlation between stakeholder collaboration and security management. The Sig. (p-value) of < 0.001 was also found to be highly statistically significant. The coefficients suggested that stakeholder collaboration was found to be a statistically significant predictor of the dependent variable, this was supported by a Beta + .744, $t = 13.649, p < .001$.

The research objective was to examine the effect of the merger on key reform areas within the police service specifically, Police Service Restructure, Harmonized Recruitment and Selection, Harmonized Training and Development, and Stakeholder Collaboration and how each of these influenced Security Management in

Busia County.

The results suggested that:

- Police Service Restructure had a strong and statistically significant positive influence on security management, with high levels of respondent agreement and a standardized beta coefficient of 0.975.
- Harmonized Recruitment and Selection contributed positively to clarity of roles, resource allocation, and communication, which are essential components of effective security management. The model showed strong significance at ($t = 50.595, p < .001$).
- Harmonized Training and Development had a very strong positive influence on security management, supported by a high correlation ($R = 0.972$) and significant prediction of variance (94.5%) in security outcomes.
- Stakeholder Collaboration also significantly influenced security management, suggesting that partnerships with community members and other stakeholders enhance the effectiveness of security interventions.

In conclusion, the study confirms that the merger-related reforms have had a significantly positive impact on security management in Busia County. Each independent variable studied contributes meaningfully to strengthening the performance and responsiveness of the police service.

To the corpus of knowledge, this study provides an empirical evidence on the impact of police service mergers and related reforms on security management within a Kenyan context. While much of the existing literature on police reforms emphasizes structural or organizational changes in developed jurisdictions, this research extends the discourse to a developing country setting, demonstrating how targeted reforms specifically restructuring, harmonized recruitment, training, and stakeholder collaboration collectively enhance security outcomes. The findings confirm that organizational restructuring improves operational efficiency, harmonized recruitment strengthens fairness and role clarity, and training ensures capacity building, while stakeholder engagement fosters trust and cooperation between the police and the community. By quantifying the strong predictive relationships between these reforms and security management, the study fills a gap in evidence-based policy discussions on police reforms in Africa. It offers a framework for policymakers and practitioners seeking to design effective, reform-driven approaches to security sector management.

Authorities should institutionalize and deepen structural reforms to improve organizational efficiency, accountability, and field operations within the police service.

Harmonized recruitment procedures should be applied uniformly to ensure fairness, competence-based selection, and greater public confidence in the recruitment process.

There is a need for continuous review and implementation of harmonized training curricula that reflect modern policing skills, ethics, and human rights. Emphasis should be placed on localized and needs-based training.

Police agencies should build formal frameworks for engaging community stakeholders, local leaders, civil society, and other partners to boost information sharing, trust, and joint security efforts.

Continuous assessment of the merger reforms' effectiveness is essential. A performance monitoring system should be established to guide ongoing improvements and resource allocation.

Suggestions for Further Research

To build on the insights of this study, future researchers are encouraged to explore the following areas:

Conduct studies that track the long-term outcomes of the merger on crime trends, public trust in law enforcement, and overall security performance.

Compare the impact of similar police reforms in other counties to assess contextual differences, challenges, and best practices.

Investigate public and police officers' perceptions regarding the merger reforms to provide qualitative depth to the statistical findings.

Examine how digital technologies and data-driven approaches can be used to enhance stakeholder collaboration and operational efficiency in security management.

Explore how the merger has influenced gender equity, inclusion of minority groups, and the professional development of underrepresented populations within the police force.

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