FACTORS AFFECTING JOB PERFORMANCE IN NATIONAL POLICE SERVICE. A CASE STUDY OF NAIROBI AREA COUNTY

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A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.

OCTOBER, 2017.
DECLARATION

Declaration by student

This research project is my original work and has not been presented for a degree in any university.

Signature……………………………          Date……………………………..

ANNE TEMBUR

BML/4/OO138/3/2014

Declaration by Supervisor

This research project has been submitted for examination with my approval as university supervisor.

Signature…………………………………    Date………………………………

DR.LEONARD WAMBUA

The Management University of Africa
DEDICATION
I dedicate this project to my husband his for financial and moral support from the start to the end of the course. My dedication also goes to all my friends and classmates for their encouragement and support. Thank you so much and may the Almighty God bless you abundantly.
AKNOWLEDGEMENT
My sincere appreciation goes to the entire individuals who in one way or another have contributed to the success of this project.

First and foremost, I thank God the Almighty for provision of wisdom and protection throughout my endeavors.

Secondly I thank my supervisor DR. LEORNARD WAMBUA for his suggestions and overall guidance while conducting this research.

I also thank the senior police officers in Nairobi County for their cooperation and assistance.
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LIST OF ABBREVIATIONS AND SYNONYMS

COMPOL - Commissioner of Police
DCI - Directorate of Criminal Investigation
IGP - Inspector General of Police
IP - Inspector
OCS - Officer Commanding Police Station.
OCPD - Officer Commanding Police Division
PC - Police constable
SGT - Sergeant
SSP - Senior Superintendent of Police
Definition of Terms

Crime: Offence punishable by law (Sugarman, B 2010)

Culture: A way people live

Job performance: Is the quality expected in a particular job from an employee to perform their job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job.

Job satisfaction: Extent to which employees like their work.

Performance: The level of an individual’s work achievement after having exerted effort

Training: The process of learning the skills needed to perform a particular job.
ABSTRACT
This study was concerned with the factors affecting job performance in the National police service in Nairobi County. Specifically, the study sought to establish the effects of compensation, knowledge and skills, working conditions and legal framework on job performance in the police service in Nairobi County. The research employed descriptive research design to obtain data; convenience sampling technique was utilized to draw a sample of 100 respondents from 300 the Kenya Police and Administration police in Nairobi County. In addition, a structured interview was conducted on 10 purposeful selected OCS, OCPD, County Commander, and Sub-County commissioners for interview. After data collection, descriptive statistics which entails the use of frequency and cross tabulation, graphs and pie charts was used in data analysis. The study established that knowledge and skills for police officers have a profound effect on provision of right job competencies that have a far-reaching impact on job performance, that job security is the major environmental working condition that positively contributes towards job performance and that compensation aids in meeting officers’ social welfare thereby boosting job performance in the police service in the area of study. The study recommended that the government need to periodically subject police officers in Nairobi County to training on security and investigation matters, the National Police Commission should champion for improved welfare for police officers to escalate morale and consequently job performance, and that there is need for National Police Commission to improve the working conditions of police officers in terms of working relationship, occupational tenure, and officers safety.
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CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction
Job performance is an assessment of employee delivery in the organization. Service are activities that are done in an organization which add value to its productivity. It includes economic activities, performances to customers and other activities in the organization that add value to the leadership and management within the organization, its operation structure and its relationship with their customers. (Edwardsson, 2005).

The National police service was established as per the constitution of Kenya, (2010) and National police Service Act. (2011). Whose mandate is provision of assistance to the public when in need, maintain law and order, preserving peace, protecting of life and property, investigation of crimes, preventing and detecting crimes, apprehending offenders and enforcing law and regulations with which it is charged. The station is the unit for service delivery.

Inspector General of police is committed to make sure that the members of police are motivated, people friendly, open in all their undertakings and honest to one another and the public as a whole. The police should be proud of who they are and their job that they swore to do to the public and which will make them be appreciated. (Ransley Report 2009)

1.1 Background of the study
For any organization to succeed either governmental or non-governmental is because of the contribution of its employees with good management. The police service in Nairobi Area County covers a wide. It includes the National Headquarters where it is headed by the Inspector General of police. It also composed of the Kenya police Service Unit with its headquarters headed by the County Commander, the General service Unit with its headquarters headed by General Service Commander, and Administration police Service Unit with its headquarters headed by the County Commissioner and all currently at the Rank of Commissioners of police. There are also other departmental Units such as Criminal Investigation Unit with its headquarters and headed by the head of Department of investigation Unit (DCI) above the rank of the Commissioner of police. Also the department of Traffic with its headquarters. Each unit is the divided to various divisions where they are commanded by the Officers Commanding Police Divisions (OCPD) and all the Rank of Senior Superintendent of police CSSP). The Divisions are composed of different police Stations that are commanded by the Officers Commanding Police Stations (OCS) all the Rank of Chief Inspectors that are answerable to him. The Station are further divided to police posts which are headed by any officer above the rank of Corporal to Inspector.
The allocation of police officers in each and every division depends mainly on the nature of the occurrence of crimes within that area of jurisdiction and the number of population to be attendant by the police officers in order to effectively and efficiently run their mandatory duties assigned to them in maintaining law and order and protection of public property to reduce the crimes within the county.

The Job performance in National Police Service has drawn attention from internal and external environment where it is viewed that police Service is the Most corrupt institution in the Country and every year ranked number one and has the highest number of complains. There are so many factors that may lead to police officers being the most corrupt and taking a lot of bribes, factors like poor remuneration, the nature of their work, poor working conditions, the legal framework where most of them are not considered in promotions by their leaders and stuck in the same rank for many years. The skills and knowledge that are required by them in order to handle the matters such as investigation of crimes in depth that will enable the prosecution and judiciary to know what exactly the nature and cause of crime was so as to deliver justice to public.

The effectiveness and efficiency of police work is doing the right thing to assist the citizens who are their customers at all time. If they don’t perform as expected the public can view it with negativity, and term them to either corrupt or unwilling to meet their needs.

This study intended therefore to find out the factors affecting job performance in national police service in Nairobi Area County.

1.2 Statement of the Problem
Job Performance is affected by different factors at work place. Employees’ job performance is a crucial aspect in the survival of organizations. Some organizations’ outputs have dwindled as a result of job performance of employees, in some cases leading to high turnover. National Police Service as an entity in Kenya has in the recent past been on the spotlight due to insecurity that some quarters have attributed to negative synergy among the police officers in fighting crime. The police have been perceived as being dedicated to work leading to crimes that are preventable. Although the unfolding have existed for quite long period, little attention has been paid to the factors contributing undedicated police force despite modernization of the sector in terms of extension of training period, and procurement of modern equipment for the police service by the government. Therefore the researcher intends to establish what affects job performance at the national police service with a focus of Nairobi County, an area experiencing high crime rate in the country.
1.3 Research objectives

1.3.1 Main objective.

The purpose of the study was to establish effects on job performance at the national police service in Nairobi Area County and make recommendations to the government and other partners in security sector on the best way to foster job performance in the service.

1.3.2 Specific Objective

i. To assess the effect on compensation on job performance at the national Police service in Nairobi county

ii. To investigate the effect of knowledge and skills on job performance in the Police service in Nairobi area.

iii. Establish the effect of working conditions on job performance in the police service in Nairobi county.

iv. To examine the effect of legal framework on job performance in the police service in Nairobi county

1.4 Research Questions

The study sought to answer these questions

i. In which way does compensation affect job performance in the national Police service in Nairobi County?

ii. How does knowledge and skills affect job performance in the Police service in Nairobi County?

iii. In what way does working conditions affect job performance in the police service in Nairobi County?

iv. How does legal framework affect job performance in the police service in Nairobi County?
1.5 Significance of the Proposed Study

Job performance is key to organization performance and survival. This study had both theoretical and practical implications. On the practical realm, had a great significant to Kenya police top management to understand the factors that influence job performance in the national police service so as to put in place strategies to improve job performance in the execution of their duties. The study helps different organizations such as Internal Security and others to know the factors affecting job performance in the national police service in Nairobi County so as to implement the recommendations of this study. The study was of great significant to general public who interacts much with the police officers in their security protection and their property in understanding what triggers the action of which police in their performance. Theoretically, this study stimulate other researchers to conduct similar study in the same area to ascertain reliability of research findings or carry out the study in other counties in Kenya in order to compare results. It provided them with relevant literature to use in their studies and provide them with a deeper insight of the relationship with other variables and job performance in the police service.

1.6. Scope of the study.

It focused in investigating factors affecting job performance in the national police service in Nairobi County. It was conducted between January 2017 and June 2017 using descriptive research design. A sample of 100 people (Kenya police and Administration Police officers) was drawn using convenience sampling technique. In addition 10 key informants including OCS (6), OCPD (3), County Commissioner (1), and Sub-County commissioners (2) was drawn for interviews using purposive sampling technique. It specifically wanted to know the relationship between the knowledge skills, compensation, working conditions, legal framework and job performance in the national police service in Nairobi County

1.7 Limitation of the study

The challenges encountered during the study includes the following

1.7.1 Limited Literature

A major limitation in the research is inadequate literature on factors affecting job performance. To overcome this researcher used the little information available in Kenya and those from developed world.
1.7.2 Lack of cooperation
Due to the nature of disciplined forces, was uncooperative. Some was reluctant to give information because of the fear of the unknown, and specifically fear that the information provided would be used against them.

1.7.3 The sensitivity of the research
The research covered a crucial area institution that needs a lot of privacy. Due to this some people especially top management in the national police service may feel that the information they gave would be too sensitive and would end up revealing their weakness thus leading them to withdraw the information. But the researcher assured them of not disclosing the information and that it was only for education purposes.

1.8 Summary
It described the review of area the study. Problem statement, objectives, research problems, the limitation and the scope.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
Literature is reviewed under the following subheadings; theoretical review, empirical review, conceptual framework, and research gap to be filled by the current study. In this chapter it is done in relation to the factors affecting job performance in police service.

2.1 Theoretical Literature Review
The study was informed by the following theories:

2.1.1 Fredrick Herzberg’s Two Factor Theory
The theory spelt’s out the two sets of factors, mainly hygiene & motivator factors which if present do motivate employees to superior efforts and performances; while the other set of factors if absent cause dissatisfaction. Some of the factors which lead to enhancing of performance include increased responsibility, being granted challenging work, growth and development. They are called growth or motivators factors. The other factors commonly referred to job context; they include organization policies and administration, supervision, working conditions and interpersonal relations (Cole 2011).

According to Griffin & Moorhead (2009), when an employee is recognized and given more responsibilities it cause satisfaction; in absence of these factors it may result the feelings of no satisfaction. Equally an employee can be Dissatisfied as Herzberg argued that the work, in this case the employee can be more motivated by making the job more challenging and interesting (Bagraim, Cunningham, Potgietor and Viedge, 2007). According to Herzberg theory, failing to develop training policy and providing personal growth and advancement of an employee it reduces the employees’ job performance. Therefore this theory will help the study explain the link between compensation, working conditions, skills and Knowledge and legal framework in National police service.
2.1.2. Abraham Maslow’s hierarchy of needs theory.

This theory spells out the needs that are acquired by every individual in different levels. Maslow believes that five hierarchies of needs must be fulfilled by every person and each level must be satisfied before reaching to another level. (Dwivedi 2006).

According to Abraham Maslow's theory, only few people reaches the level of self-actualization. The employees can satisfy their needs by working in the organization, which pays them their monthly pays and wages and also satisfy needs such as safety and esteem. Providing cover such as health insurance and retirements benefit, as well as offering occupational safety to employees, employees meet their social needs by building good internal public relation with the other external employees in near environment and provision of conducive working environment and good structure of communication among the employees and their managers. Company team building in coming up together and sharing of ideas and interacting together will motivate the employees. Retention of rewards by the senior management to their juniors is by recognizing their good work well done and complimenting them even in front of other employees, promotions of their good work and experience and giving them leadership jobs in the organization helps satisfy the employee self-esteem. Creativity and being able to face challenges and know how to manage it is self-actualization. This study is relevant in this study because it links job performance to environmental conditions, compensation, and knowledge and skills in the national police service.

2.1.3 Institutional Theory

In order to improve public service institutional theory can be applied to examine performance measurement. Major topic of the institutional theory (is found in Kondra and Higgins, 1998, p 744) which states the role of institutional norms. After conducting a research project on schools, Meyer and Scott (1983), back in the 1970’s, formulated the hypothesis that a continuum of organizations exists running from these dominated by technical criteria, (e.g., police service, or any public institution.

Any organizations has their own social and cultural value that are in within their norms and that are used to in discharging their duties either internally or externally. According to this norms the organization or the institution helps them to survive with the external environment.
For example the organization such as police service has their own culture in undertaking their duties, there are the procedure and laws to be followed. Failure to that one will be dealt with in accordance with their standing orders. So it is not an easy thing to change the culture of that institution or take any performance measurements in order to add any value to the organization but to meet the client needs. Other institutions support the performance measurements that help the organization to understand their weakness and strengths so as to improve their performances and meet their organizational goals.

2.1.4 Cognitive Theory
The cognitive theory is based on the fact that learning is built on existing knowledge. This type of learning leads to understanding of a subject matter and goes beyond simple cramming of the word Cole, 2011). It helps the learner to internalize the knowledge and apply in the real life. The learning is said to occur when the trainees construct their meanings and apply the knowledge and that is when training actually occurs (CIPD, 2006). According to Amstrong (2012), training is defined as the planning and systematic modification of behavior which enables an individual gain skills, knowledge and attitudes which add value to an organization. Scholars like Piaget, (1973) believed that cognitive development is cumulative, and understanding a new experience grows out of previous learning built experience; gained over the four stages of sensory- Motor (Birth -2yrs) preoperational (2-7yrs), Concrete operations (7-11yrs) and formal operations (11-16yrs). According to Illeris (2008) learning is complicated process which leads to permanent change in living organisms and must be discussed, analyzed, programmed while considering external and internal conditions for it to be reliable as well as adequate. The cognitive theory focuses on mental a process which covers perceiving, remembering, reasoning and at everystage of development new perspectives are gained on such areas such as morality and languages (Singer & Revenson, 1997).

The theory will help in the research study in that training is continuous over knowledge, skills and attitude gained over previous trainings
2.1.5 Reinforcement theory
This motivation theory states that positive reinforce acts as a stimulus when added to situation and strengthen the probability of an operant response, Skinner (1948), mentioned that there are three types of responses namely neutral operant, rein-forcers and punishers operant. The neutral operant neither increases nor decreases the likelihood of behavior recurrence, rein-forcers are trigger factor from the environment that increases behavior being repeated, while the punishers decreases behaviors. Great emphasis is placed on giving frequent and immediate feedbacks as positive reinforcement so as to internalize the behaviors. Griffin and Moorhead (2009) argues that managers at workplaces need to identify critical, observable, performance related behaviors which contribute towards performance an reinforce them achieve the desired results. The step involves evaluating the effectiveness of the program. Recognition in the feedback program of doing excellent work increases high quality of performance; where else undesirable or punishment consequences decreases the probability of repeating undesirable the behavior (David, 2009 & Dessler, 2011) Reinforcement theory looks at the relations between personal behaviors and the outcome of the behavior (after immediate reward or punishment). According to Daft (2008) and Bagraim et al (2007) the reinforcement theory overlooks the inner state of an individual, by concentrating on what happens to an individual when actions are taken by superiors or managers. The employees need to be aware of behavior which is desired by the employers (managers) which is reinforced by being recognized or rewarded. These gradual changes of an employee of the desired behavior which takes a step at a time is referred to as shipping. The theory emphasis that by giving feedback and reinforcing positive stimuli continuously employee improves performances.

2.2 Empirical Review

Studies on factors affecting job performance have been conducted globally. This section provides a review of previous researches on how knowledge and skills, compensation, working conditions, and legal framework and job performance.
2.2.1 Knowledge and Skills and Job Performance

Training is process of increasing knowledge and skill in a specific field. Training helps in development of an individual whether its work related or not. According to Tahir and Sajjad (2013), training helps to improve the performance level of employees through proper training where an individual lacks. Successful organizations and managers realize the importance of human resources; trained human resources are key to maintaining a competitive advantage in today’s constantly changing global environment.

Training helps managers to acquire knowledge, skills and competences which enable them solve challenges experienced at workplace as the same time helping employees realize their career goals and aspirations in planned system (Blanchard 4 Thacker, 2003). Training is an investment to offer excellent services to every organization. It enhances employee’s willingness to be more committed in their work and become empowered to undertake tasks, make independent decisions thus improving their efficiency. Training can be made attractive and interesting if the learners are; given an overview of the course content and significant to the trainees so as to awaken or stimulate their training needs in their minds and make them curious to train. Organizations which provide quality service invest in training employees (Evans and Lindsay, 1999; Benedicta, 2010). Smith and Smith (2007) state that organizations that record high performance have focused on training and development programs.

According to the Ransley (2009), a number of police managers and supervisors have been deployed without undergoing courses which has led to poor performance of the national police service. The Vision 2030, envisages a Kenyan society free from fear and danger which can only be attempted to be achieved through continuous training of all police officers in the organization. After identifying the performance gaps (Vision 2030), Economic recovery Strategy (2003-2007) stipulates that it is critical to have a skilled manpower in the Kenya police service strategic plan, 2013-2017, puts great emphasis on training and capacity development, monitoring and evaluation and performance management in attempt to improve police performance. The performance contract for Kenya police for the financial year 2014/2015 highlights the improving performance through training needs assessment (Performance contract, 2013-2014).

2.2.2 Compensation and Job Performance

According to Aktar, Sachu, and Ali (2012), Rewarding employees in any organization is a motivating tool to continually push themselves in order to achieve its goals. Failure to that the
employees feel dissatisfied hence low productivity of the organization Financial rewards are the motivating factor which satisfy the basic needs of an individual so, non monetary form which includes medical care, balancing duties or rotational duties also acts as a motivational factor.

Retention of employees by looking into their compensation reduces the turn over rates in the company because employees will have more incentives to stay in their work and saves the company from much expenses in looking for replacements.

2.2.3. Working Condition
According to Leblebici (2012), Good working environment is good to employees not only for the space they are using but also a healthy and safe place to work in. The working schedules and periods of hours is also crucial to many workers. Because in case of overtime duties they should have their perks paid for overtime jobs. In this changing scenario retaining employees is a difficult task because changing work environment cause stress and burnout. Employees feel satisfied and like to work where they feel their worth and importance.

The study conducted by Awan and Tahir (2015) on “Impact of working environment on employee’s productivity in Banks and Insurance Companies in Pakistan” concluded that workplace environment plays an important role for the employee performance and productivity. The author also suggested that financial institution needs to take care of the work environment to main and retain its talented employees.

2.3 Summary and Research gaps
Although there are a few studies conducted on factors affecting job performance in the national police service in Kenya, most have predominantly focused on the western world. There are many factors that affect employees performance and satisfaction at work in a different ways. Studies have documented factors such as working conditions, compensation, legal framework on their promotions and relationship between their internal relationship. However, there is literature gap on factors affecting job performance in the national police service especially in Kenya. Thus the current study intends to fill this gap.
2.4 Conceptual Framework
Job performance is influenced by myriad factors ranging from social, psychological, economic, and personality traits. The independent variables include compensation, knowledge and skills, working condition and legal framework. The dependent variable is job performance.

Figure 1. Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>Job Performance in National Police Service</td>
</tr>
<tr>
<td>Knowledge and Skills</td>
<td></td>
</tr>
<tr>
<td>Working Condition</td>
<td></td>
</tr>
<tr>
<td>Legal Frame Work</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2017

2.5 Operationalization of variables
2.5.1. Knowledge and Skills

Knowledge and skillshave positive impact on employee’s performance. A well trained employee will be confident and fully aware about his tasks compared to the employee who is not trained for important roles hence doing things in his own understanding which is likely to create problem. In national police service they recruit officers who undergoes vigorous training for nine months before being deployed to different station to execute their mandatory duties to the best of their knowledge. The training helps to maximize their job performance in accordance to law stipulated to them. They alter undergoes promotion courses on leadership to enable them be leaders. They later undergo promotion courses and leadership courses.

2.5.2 Working Conditions

The performance of employees working in un-conducive environment is likely to be low unlike the ones working in good environment with enough space and security. Any work
setting in any organization to execute their duties influences their productivity, job satisfaction and job performance among the employees.

2.5.3 Compensation
Compensation of employees include recognition of job well done by the employees in rewarding them in different ways by giving them their dues in form of salaries and wages depending on their job groups and the work they undertake in the organization. This acts as a good motivation to the workers in any organization. Poor pay and non-reward recognition leads to poor performance in an organization and dissatisfaction of employee.

2.5.4 Legal Framework
The constitution or decrees in a country is likely to impact on employees’ job performance. The law may require employees to work in a particular way which in one way or the other. The national police for example, is regulated by laws which prohibit the police officers from undertaking some duties even if they are good humanity, thus affecting job performance.

2.6 Chapter summary
This chapter focuses on theoretical review, critical /analytical review, and identification of gaps that will be filled and concluded with the conceptual framework.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The design represents the types of study used by the researcher; it focused on the research design, target population, sample and sampling technique, instruments, pilot study that comprises of the validity and reliability test, data collection procedure, data analysis and presentation and ethical considerations.

3.1 Research design

According to Kothari (2008), a research design is the collection and arrangement of conditions of analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This study utilized descriptive research design to yield qualitative and quantitative data required to answer research questions. Kerlinger (1996) points out that descriptive studies are not only restricted to fact finding, but may often result in the formulation of important principles of knowledge and solution to significant problems. They are more than just a collection of data. They involve classification, analysis, measurement, comparison and interpretation of data. Similarly, Kothari (2004) argues that descriptive design describes the state what exists at present and allows for discretion on the part of the researcher. This design was used since it enabled researcher gain in-depth understanding of a phenomenon under investigation like the factors affecting job performance in the national police service in Nairobi County.

3.2 The Target population and Sampling procedure

The population targeted was all Kenya Police and Administration police in Nairobi Area County who are approximately were 300. It included senior officers and their juniors. All officers of different ranks was targeted for population because it highly influenced performance of the police service in the County. The target population was as shown below.
Table 1: Presentation of Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Superintendents</td>
<td>32</td>
</tr>
<tr>
<td>Superintendents</td>
<td>20</td>
</tr>
<tr>
<td>inspectors</td>
<td>60</td>
</tr>
<tr>
<td>Sergeants</td>
<td>80</td>
</tr>
<tr>
<td>Constables</td>
<td>108</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
</tr>
</tbody>
</table>

Source: Author (2017)

3.3. Sample and Sampling Technique.
A sample of 100 respondents was drawn by convenience sampling technique. In addition, purposive sampling technique was used to draw sample of 10 key respondents, especially OCS, OCPD’s, County Commissioner, and Sub-County commissioners for interview. Sampling is a process of selecting a number of individuals for a study in such a way that individuals selected represented the target group from which they will be selected (Mugenda, 2008). Nyamongo (2001) says that in purposive sampling investigators identify a purpose they wish informants (or communities) to serve and then go out to find them. Purposive samples are good for cases where there is no sampling frame and are often used in pilot studies before testing a hypothesis with a representative. Purposive sample are also used in selection of a few cases for intensive study. The selection criteria in this study will include respondent’s knowledge in police management.
Table 2: Sample Frame

<table>
<thead>
<tr>
<th>Department</th>
<th>Total population</th>
<th>Sample size</th>
<th>Sample%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior superintendents (SSP)</td>
<td>32</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Superintendents (SP)</td>
<td>40</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Inspectors (IP)</td>
<td>60</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Sergeants (SGT)</td>
<td>80</td>
<td>25</td>
<td>31</td>
</tr>
<tr>
<td>Police Constables (PC)</td>
<td>88</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>80</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2016)

3.4 Research Instruments
Structured questionnaires were used to ensure that all respondents reply to the same set of open and closed ended questionnaires were preferred because of simplicity in administration, Scoring of items and analysis Jackson ,2009. The respondents answered without any influence.

3.4.1 Questionnaire
According to Nachmias and Nachmias (1992), the foundation of all questionnaires is the question. The questions must translate research objectives into questions; answers to such questions will provide the data for hypothesis. The questions must motivate the respondent to provide the information being investigated. Semi-structured questionnaires are advantageous because they assisted the researcher to collect the data more easily and can be used over a large population. The closed ended questions area easier to analyse since they area in an immediate usable from as each item is followed by alternative answer, Mugenda and Mugenda, (1999). Open ended questions provide a great depth response. In addition, questionnaire is preferred method in data collection from vast population because it is economical and easy to administer as opposed to interview method. In this study the semi – structured questionnaire will be given to respondents to fill and return to the researcher after 10 minutes. The instrument was pre-tested and necessary changes made.
3.4.2 Interview Schedule

According to Nyamongo (2001), key informants constitute the verbal information between the researcher and the respondents and it helps the researcher to get the information which will put them in writing. They are a very special group of people, because they possess specific knowledge that will help the researcher understand the insight of areas of interest. As pointed out by Saravanel (1992), the main purpose of interview as a tool of data collection is to gather data intensively and extensively and to collect information that cannot be directly observed or are difficult to put down in writing. Interviews also help the respondents to understand the purpose of the study and its importance. The interviewed officers included OCS (6), OCPD (1), County Commissioner (1), and Sub-County commissioners (2).

3.5 Pilot Study

A pilot study is primarily a trial of research which is essential to the development of an extensive training program. In pilot study the entire training program is carried out but with fewer participants that would be used for an extensive training program. In this study, 100 questionnaires were administered to respondents. The questions were then collected for further analysis by the researcher. This is 10% of the target population according to Mugenda and Mugenda (2006).

3.5.1 Validity

Validity of the instrument was tested to a certain their effectiveness. Validity is an indication of how sound your research is. Validity applies to both the design and the methods of your research. Validity in data collection means that your finding truly represents the phenomenon you are claiming to measure. Content validity of research was ascertained by seeking the assistance of supervisors and experts whose views are drawn from the field of study.

3.5.2 Reliability Test

Additionally, reliability of the instruments was also tested. Reliability refers to the constituency or stability of scores obtained from tests and assessments procedures (Chritensen, 2004). If a test or an assessment procedure is reliable, it will produce similar
scores or responses on every occasion. These were done by data obtained from the pilot study. Jackson. (2009), defines reliability as the degree of constituency that instrument demonstrates.

A letter of Introduction was obtained from the Management University of Africa and submitted to the Ethics of Research Committee For Authorization. Once permission to carry out the research was given, the head of the Kenya police County were informed of the researcher’s intention to collect data in their departments. The researcher administered the questionnaires in person to the respondents in order to increase the response rates. The respondents were given two weeks to fill them in and thereafter researcher collected them for analysis.

3.7. Data Analysis and Presentation
Slatter (1990) defines document review as use of printed materials as source of information to supplement the primary data collected through interviews and questionnaire. Secondary data was obtained from security documentations, journals, and other relevant literature. Through document analysis collected information helped in checking the validity of data gathered by above methods.

Descriptive statistics which involved frequency tables, charts, and graphs was utilized in data analysis. Statistical Packages for Social Scientists (SPSS) was used to generate the above tools.

3.8 Ethical Considerations
The researcher ensured on bias practices while collecting data. Data collection was as per the sampling technique so that every respondent has an equal chance of being in the study. In addition, the respondents tried as much as possible to be honest in their responses.

All information from respondents was handled with ultimate confidentiality. For any disclosure, consent was obtained from the respondents in writing. They were given a chance to voluntarily choose whether they want to be part of the study or not.
3.8.2 Plagiarism

The researcher avoided any form of plagiarism. Where any source was used, the researcher acknowledged them. The references and bibliography was indicated. The author adhered to the research ethics throughout the study.

3.9. Chapter summary

This Chapter describes the research design location of the study target population, sampling procedures, sampling size, instrumentation, data collection and analysis procedure.
CHAPTER FOUR

RESEARCH FINDING AND DISCUSSION

4.0: INTRODUCTION

This chapter provides presentation, analysis and interpretation of data based on six themes: response rate, demographic information of respondents, effects of compensation on job performance, knowledge and skills on job performance, working conditions on job performance, and effect of legal framework on job performance in the police service in Nairobi County.

The obtained information was classified, summarized and tabulated for better presentation and interpretation. Both quantitative and qualitative data analyses were employed. A hundred of questionnaires issued was all filled and returned making a 100%. The research instruments was administered to the management cadre.

4.1 Presentation of Research Findings
4.1.1 Rate of Response.

The entire questionnaires were returned and were analyzed as shown in the subsequent sections.

Figure 2: Response Rate

![Response Rate Chart]

Source: Author 2017

According to figure 2, all questionnaires given to respondents were returned implying that respondents were cooperative or there was proper guidance from the researcher.

4.1.2 Demographic Information of Respondents
The study established the bio data of respondents to understand the nature of employees in media houses. The demographic characteristics include gender, age, academic qualifications, and marital status.

### 4.1.2.1 Presentations of Gender of respondents

To capture the experience of both male and female on the role of media in corruption increase in Nairobi County: Table four gives Responses

**Table 3: Gender Respondents**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>74</td>
<td>72</td>
</tr>
<tr>
<td>Female</td>
<td>26</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Author, (2017)*

As shown in table 3, 72% were male and 28% were female. This implies that there are many men employees in the National Police Service in Nairobi County.

**Figure 3: Gender representation**

![Gender Pie Chart]

*Source: Author 2017.*

As shown in table 4.2 figure 4.2, 72% of respondents were male while 28% were female. This implies that there are quite a number of men in the police in the county than women and this was attributed to the hard and strenuous work undertaken by police officers.
which is in most cases best done by men thus a relatively small number (20%) of women in the police in Nairobi Area County.

4.1.2.2 Age of Respondents

To determine whether police officers from different age groups were involved in the study. The following are responses

Table 4. Ages of Respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Responses</th>
<th>%ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>25-30</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>31-35</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>36-40</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>41-45</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>46-50</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, 2017
The result in the table 4. and figure 4. shows that 8% were between the age of 15-25 years, 34% of them were between 25-30 years old, 28 were between 31-35 years of age, 18% were between 36-40 years old, 41-45 were 6% 46-50 were 2% of the respondent above 50 years were 2% of age. From the above response it shows that most of officers in police service in Nairobi County are aged between 25 and 35 years. This data suggest that most officers are young and energetic to perform duties in the police service including dealing with criminals, drug traffickers, Al Shabab, among other criminal gangs to foster security in the county.

4.1.2.3 Marital Status of the Respondents

Findings of the marital status respondents are shown below.
Table 5. Marital Status of Respondents

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Married</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Separated</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Divorced</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Widowed</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, (2017)

Regarding marital status of respondents as shown in table 4.3, 20% were single, 50% married, 2% divorced, 26% were widowed and 2% of respondents had separated with their spouses. This indicates that majority of the officers in the National Police service in Nairobi county are married. This is due to the African culture where people are required to marry for the continuity of family. The phenomenon can also be attributed to deadly epidemic (HIV/AIDS) that has compelled people to settle down to avoid contracting the virus due to promiscuity thus most officers (50%) in National police service Nairobi County are married.

Figure 5: Marital status of the Respondents

Source: Author 2017
4.1.2.4 Academic Qualification

The following is the analysis of academic qualification of respondents involved in this study.

4.1.3 EDUCATION LEVEL

Table 6: Table of Education Background

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Secondary</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>College</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>University</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author 2017

Figure 6: Education Level

On academic aspects of respondents as shown in table 6 and figure. 6 17% attained primary education and who are yet to retire ,25% have attained secondary education,50% have attained college and 8% have acquired university education. This shows that most officers in the National Police Service, Nairobi County have attained college education as their highest
academic qualification a phenomenon that may contribute to job performance of police which require practical experience acquired during training in Police training school in Kiganjo.

4.1.3 Effect of Compensation on Job Performance in the Police Service in Nairobi County

Compensation is very important to employees performance because they also contribute to the productivity of the organization. Study sought to establish how compensation affects Job Performance in the Police Service in Nairobi County.

Table 7: Effects of Compensation on job performance in the police Service In Nairobi County.

<table>
<thead>
<tr>
<th>Effect on job performance</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boost officers Morale</td>
<td>25</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>23</td>
<td>21</td>
<td>43</td>
</tr>
<tr>
<td>Social welfare</td>
<td>40</td>
<td>38</td>
<td>82</td>
</tr>
<tr>
<td>Security agents</td>
<td>10</td>
<td>15</td>
<td>97</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source. Author (2017)
Figure 7: Effect of Compensation on Job Performance in the Police Service in Nairobi County

Source: Author 2017

As depicted in figure 7. And figure 7., 22% of respondents argued that compensation boost officer’s morale, 38% maintained that it helps cater for officers’ social welfare, 21% were of the view that compensation enhance job satisfaction, 15% said it has a hand in attracting devoted security agents, while 3% argued that compensation have other effects on job performance in the Police Service in Nairobi County.

The findings imply that compensation aids in meeting officers’ social welfare thereby boosting job performance in the police service in the area of study. According to Akerale (1991), a good employee feel that value of the company is working for it, also enhance the better work for their well-being, by winning whims including medical cover, retirement benefits and paid for vacation among other benefits, job performance by police officers is tremendously enhanced. By considering police officers social welfare it motivates them to contribute innovation ideas that lead the organization to achieve much of its objectives and better performance in Nairobi County both financially and non-financially. Social welfare is an imperativemotivating factor which satisfy the basic needs of an individual and important factor in influencing their performance level.

4.1.4. Effect Knowledge and Skills on Job Performance in the Police Service in Nairobi County.

Knowledge and skill in a specific field is acquired through intensive training. Training helps in development of an individual whether its work related or not. This study sought to
establish how knowledge and skills affect job performance in the Police Service in Nairobi County. Figure 4.3 provides responses,

Table 8: Effect of Knowledge and skills on Job Performance in the police Service In Nairobi County

<table>
<thead>
<tr>
<th>Effects of Knowledge and skills on Job performance</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance Adoption of New Technology</td>
<td>29</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Provide right job Competencies</td>
<td>42</td>
<td>42</td>
<td>71</td>
</tr>
<tr>
<td>Promote Positive Attitude Towards Work</td>
<td>25</td>
<td>25</td>
<td>96</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2017
Figure 8: Effect Knowledge and Skills on Job Performance in the Police Service in Nairobi County.

Source: Author 2017

As shown in figure 8, 29% of respondents in this study were of the opinion that knowledge and skills in the National Police Service aid officers to adopt new technology, 42% argued that it provides right job competencies, 25% said it promotes positive attitude change towards work, whilst 4% maintained that knowledge and skills have “other” effects on job performance in the National police service.

The findings suggest that knowledge and skills for police officers have a profound effect on provision of right job competencies (42% response) that have a far-reaching impact on job performance. Training programs help to increase motivation level of police officers. Training and development programs help to adapt the technological advancement and provide right skill and competencies in performing their work. Thus, knowledge and skills in the police service enhance job performance.

4.1.5 Effects of Working Conditions on Job Performance in the Police Service in Nairobi County

Workplace environment plays an important role for the employee performance and productivity. The environment includes the employee’s safety, security in the delivering job, good relationships among the workers recognition of good job performance. Motivation of
the employees and including them in decision making of the organizational process. This study was interested on how working conditions affect Job Performance in the Police Service in Nairobi County. Responses are as per the table and the bar chart below.

Table 9: Effects of Working Condition On Job Performance in National police Service in Nairobi County.

<table>
<thead>
<tr>
<th>Effects on performance</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal safety</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Security of their job</td>
<td>33</td>
<td>33</td>
<td>57</td>
</tr>
<tr>
<td>Internal public relation</td>
<td>19</td>
<td>19</td>
<td>76</td>
</tr>
<tr>
<td>Retention of rewards</td>
<td>24</td>
<td>24</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2017
Figure 9: Effects of Working Conditions on Job Performance in the Police Service in Nairobi County

<table>
<thead>
<tr>
<th>Working Condition</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Their personal safety</td>
<td>24%</td>
</tr>
<tr>
<td>Occupational safety</td>
<td>33%</td>
</tr>
<tr>
<td>Internal Public relation</td>
<td>19%</td>
</tr>
<tr>
<td>Retention of rewards</td>
<td>24%</td>
</tr>
</tbody>
</table>

Source: Author 2017

As shown in table 9. figure 9, 24% of respondents argued that working conditions providing their personal safety improve officers in the National Police Service in the area of study, 31% said their occupational, 19% internal public relation and 22% maintained that retention of rewards are environmental working conditions that affect job performance in the National Police Service.

The data illustrates that job security is the major environmental working condition that positively contributes towards job performance in the National Police Service. Unpredictable job because cause stress and poor performance of employees. Cause stress and burnout. Employees feel satisfied and like to work where there is job security.

4.1.6. Effect of Legal Framework Affect Job Performance in the Police Service in Nairobi County

Respondents were asked whether legal framework affect their work and performance. Figure 4.5 shows responses.
Table 10: Effects of legal Framework on Job Performance in the Police Service in Nairobi County

<table>
<thead>
<tr>
<th>Effects of legal framework</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72</td>
<td>72</td>
<td>72</td>
</tr>
<tr>
<td>No</td>
<td>28</td>
<td>28</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2017

Figure 10: Effect of Legal Framework Affect Job Performance in the Police Service in Nairobi County

As depicted in table 10. and figure 10, 72% of respondents argued that legal framework affect performance of officers in National Police Service while 28% said that the framework have no effect on their job performance. The data indicates that the constitution of Kenya 2010 spells out rights of Kenyan citizen hence police officers are bound to the laws which in some cases inhibit their participation in maintaining law and order.
4.2: Study Limitation
This was performed to identify the opportunities of improvement in police management but there was limited information since the officers could not widely open up due to fear of being implicated by their seniors.

4.3 Chapter Summary
The study on factors affecting job performance in the national police service in Nairobi County was conducted between September 2016 and February 2017. All questionnaires given to respondents were retuned implying that respondents were cooperative or there was proper guidance from the researcher. On gender of respondents, majority (72%) were men implying that there are many men employees in the National Police Service in Nairobi County than women and this was attributed to the hard and delicate assignments undertaken by security agents. In terms of age most officers in the national police service in Nairobi County are aged between 25 and 35 years. This data suggests that most police officers are young and energetic to perform duties thus enhancing efficiency and productivity of the National Police service Nairobi County.

Lastly on demographic information of respondents, majority (50%) of the officers in the National Police service in Nairobi County are married. This is due to the African culture where people are required to marry for the continuity of family. The phenomenon can also be attributed to deadly epidemic (HIV/AIDS) that has compelled people to settle down to avoid contracting the virus due to promiscuity thus most officers in National police service Nairobi County are married. On academic aspects of respondents most officers in the National Police Service, Nairobi County have attained college education has their highest academic qualification a phenomenon that may contribute to the nature of the work in the police service which require practical experience acquired during training in Police training school in Kiganjo.

The study established that knowledge and skills for police officers have a profound effect on provision of right job competencies (42% response) that have a far-reaching impact on job performance. Training programs helps to increase motivation level of police officers. Training and development programs help to adapt the technological advancement and provide right skill and competencies in performing their work. A well-trained employee will be confident and fully aware about his tasks compared to the employee who is not trained for important roles hence doing things in his own understanding which is likely to create problem. Thus, knowledge and skills in the police service enhance job performance. In this changing scenario retaining employees is a difficult task because changing work environment cause stress and burnout. Employees feel satisfied and like to work where they feel their worth and importance.

The study findings revealed that compensation aids in meeting officers’ social welfare thereby boosting job performance in the police service in the area of study. Taken seriousness
by winning their whims including medical cover, retirement benefits and paid for vacation among other benefits, job performance by police officers is tremendously enhanced. Social welfare either financially or non-financially enhance job performance in national police service. Police officers like to work in an environment where they are sure of personal safety. The internal relationship also matters most in how they undertake their jobs. In addition, this study established that their occupational safety is the major environmental working condition that positively contributes towards job performance in the National Police Service. Unpredictable job because it causes stress and poor performance of employees, and burnout. Employees feel satisfied and like to work where there is job security, good working conditions good relationships with their leaders who will include them in making decisions. They are then able to perform their jobs without any complain.

Lastly, the study revealed that legal framework affect (72% response) performance of officers in National Police Service. The data indicates that the constitution of Kenya 2010 spells out rights of Kenyan citizen hence police officers are bound to the laws which in some cases inhibit their participation in maintaining law and order.
5.0 Introduction
This presents, summary of study findings, conclusion, recommendation as well as suggestion for further study. It also shows the extent to which objectives were addressed and research questions answered. The summary is done in line with the research questions and on objective of based on the output of descriptive statistical analysis.

5.1 Summary of Findings
5.1.1 How does knowledge and skills affect job performance in the Police service?
The study revealed that knowledge and skills for police officers have a profound effect on provision of right job competencies that have a far-reaching impact on job performance. Training and development programs help the officers to adapt the technological advancement and provide right skill and competencies in performing their work. Thus, knowledge and skills in the police service enhance job performance.

5.1.2 In what way does working conditions affect job performance in the police service in Nairobi County?
The study established that that job security is the major environmental working condition that positively contributes towards job performance in the National Police Service. Unpredictable job because of stress and poor performance of employees cause stress and burnout. Employees feel satisfied and like to work where there is job security, good working environment and where their leaders recognize them and include them in every decision making.

5.1.3 In what way does compensation affect job performance in the national Police service in Nairobi County?
The study established that compensation aids in meeting officers’ social welfare thereby boosting job performance in the police service in the area of study. Social welfare provision including their medical cover, retirement benefits and paid for vacation among other benefits acts as motivating factor that contributes to more input of police officers in their work and leads to meeting their organizational goals and good job performance.
5.1.4 How does legal framework affect job performance in the police service in Nairobi County?

Lastly, the study revealed that that legal framework affect (72% response) performance of officers in National Police Service. The data indicates that the constitution of Kenya 2010 spells out rights of Kenyan citizen hence police officers are bound to the laws which in some cases inhibit their participation in maintaining law and order.

5.2 Recommendation

Since it has been studied conclusively that there is predictive correlation between compensation, knowledge skills, working condition, legal framework and job performance. It is that recommended that national police service should work on this at it is subject to periodic review and bench making with other institutions for it to remain relevant and the aspiration of the stakeholders.

Within the needs analysis facet, it is recommended that the curricula are enriched to cover best practices with the purpose of managing known vices and malpractices. Including settling family matters or furthering their studies without being compelled to resign and leave the police service.

5.2.1 Suggestion for Further Studies

This study investigated into the effects of compensation, knowledge skills, working conditions and legal framework on the national police service performance. To this end therefore a further study should be carried out to assess the other factors that may affect the police service performance in Kenya as well as how the serving officers could be motivated to improve their level of education while discharging their primary and secondary duties in the service.

Moreover, a study should be carried out to investigate the challenges facing police in discharging their duties in Kenya.

5.3 Conclusion

The study concludes that compensation influenced police job performance that that should develop guidelines for the employer to look into their salary scheme and remuneration in order to meet the employee satisfaction so as to influence police service performance to a very high extent.

The study also concludes that the knowledge and skill of all police officers should be improved this is done by training assessment that should be carried out to determine the level of performance and should be carried out for the organization, departmental level and for individuals. The training need assessment should be able to identify the gaps which require
training interventions. It also concludes that assessment needs to identify the training needs necessary to meet the strategic goals of the organization. It should also Identify the deficiency of the skills, knowledge and competencies necessary for an individual to perform work and its outcome should be shared the stakeholders and should be programmed after the assessment have been carried out.

The study also concludes that the working conditions of the police should be improved. The offices where they work should have enough space for them to work with satisfaction and meet their client needs. The environment where they also should be conducive to accommodate their families and live well together. This will help them reduce stress after the hard-work they carry out in daily basis.

Finally, it concludes that the legal framework influenced the police service performance for example the promotions carried out in the organization doesn’t follow the right procedures needed and should be followed in a manner that it favors every employee and not just a few. The junior officers should be free to address their issues to their senior rather following some certain procedures so as their grievances be addressed.
References


Factors. ERC Working Papers in Economics 03/03, ERC, Ankara


REPORTS
APPENDIX I: INTRODUCTION LETTER

ANNE TEMBUR
P.O BOX 925-OO625
VILLAGE MARKET.

Dear Respondents,

RE: ASSISTANCE IN FILLING THE QUESTIONNAIRE

I am a student at Management University of Africa undertaking a Bachelor in Management and Leadership thus this letter is to introduce you to the questionnaire attached. This questionnaire is designed to collect data from police officers that will help in a research about, “Factors Affecting job performance in National police Service in Nairobi Area County”. You are therefore chosen to be part of this research. Be honest in giving your responses. Confidentiality will be also assured. Thank you in advance for your cooperation.

Yours Faithfully,

ANNE TEMBUR.
APPENDIX II: RESEARCH QUESTIONNAIRE
FACTORS AFFECTING JOB PERFORMANCE IN NATIONAL POLICE SERVICE

Please note that these questionnaires are for the research project purposes only. No respondents will be identified using any of the response below.

STRICTLY CONFIDENTIAL & ANONYMOUS

PERSONAL DETAILS.
Please mark your response by typing across (X) in appropriate box.

(a) GENDER
Male [ ] female [ ]

(b) AGE
Below 25 [ ] 25-30 [ ] 30-35 [ ] 35-50 [ ]
40-45 [ ] 45-50 [ ] above 50 years [ ]

(c) MARITAL STATUS
Single [ ] married [ ] separated [ ] divorced [ ] Widowed [ ]

(D) EDUCATION BACKGROUND

Education level
None [ ] primary [ ] secondary/High school [ ]
College [ ] University [ ]

Please indicate by your answer placing across (X) in the appropriate box.

2. In what way does compensation affect job performance in the national Police service in Nairobi County?

Boost Officer’ Morale [ ] Cater for Officers’ Social Welfare [ ] Enhance Job Satisfaction [ ]
Attracts Devoted Security Agents [ ] Others (Specify)-----------------------------------------------
-------------------------------------------------------------------------------------------------------------------
-------------------------------------------------------------------------------------------------------------------

41
3. How does knowledge and skills affect job performance in the Police service in Nairobi County?

Adoption of New Technology [ ] Provides Right Job Competencies [ ] Promotes Positive Attitude Change towards Work [ ] Others (Specify)-----------------------------------------------

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4. In what way does working conditions affect job performance in the police service in Nairobi County?

Safety to Officers [ ] Job Security [ ] Good Relations With Co-Workers [ ] Recognition For Good Performance [ ] Others (Specify)-----------------------------------------------

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5.a) Does legal framework affect job performance in the police service in Nairobi County?

Yes [ ] No [ ]

b) How does legal framework affect job performance in the police service in Nairobi County?-----------------------------------------------

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THANKS FOR YOUR RESPONSE.
APPENDIX III: INTERVIEW SECTION
1. How long have you worked in the police service?
2. In what way does compensation affect job performance in the national Police service in Nairobi County?
3. How does knowledge and skills affect job performance in the Police service in Nairobi County?
4. In what way does working conditions affect job performance in the police service in Nairobi County?
5. How does legal framework affect job performance in the police service in Nairobi County?
APPENDIX IV: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>Expenditure Item</th>
<th>REQUIRED</th>
<th>AMOUNT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal writing and printing, 30pages, 3 copies @ 30 per page (30 X3 X30)</td>
<td>2700</td>
<td>2700</td>
<td></td>
</tr>
<tr>
<td>Acquisition of research permit</td>
<td>1000</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Photocopying 300 questionnaires with 5 pages @Kshs 3 per page (5X300X3)</td>
<td>4500</td>
<td>4500</td>
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<tr>
<td>Printing of 3 copies of drafts (3X60X20)</td>
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<td>3600</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>10,900</strong></td>
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</table>
# APPENDIX V: RESEARCH WORK SCHEDULE

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>JANUARY</th>
<th>FEBRUARY-APRIL</th>
<th>MAY</th>
<th>AUGUST</th>
<th>SEPTEMBER</th>
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</thead>
<tbody>
<tr>
<td>Identification of the research topic</td>
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<tr>
<td>Carrying out literature review</td>
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<tr>
<td>Compilation of research project</td>
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<tr>
<td>Presentation of the research project to the supervisor</td>
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</tbody>
</table>