

**INFLUENCE OF MOTIVATION ON PERFORMANCE OF LAW ENFORCEMENT
OFFICERS IN KENYA: A CASE STUDY OF NORTHEASTERN AREA OF NAIROBI
COUNTY**

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DECLARATION

Declaration by candidate

I hereby declare that this is my own work submitted to The Management University of Africa and has never been presented at any other University for the award of a diploma or degree. Prior written permission should be sought from the author and/ or the Management University of Africa before reproducing any part of this project.

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Declaration by supervisor

I have approved the submission of this research project for examination as per the requirement of the University.

Date. Signature.

Moses Leseyio

The Management University of Africa

DEDICATION

This dedication is reserved for my esteemed lecturers, family members notably, my beloved wife Hyline Nyamoita. It is also dedicated to my beloved fallen comrades who paid the ultimate price of losing their lives while diligently discharging their high calling duties of ensuring that this great nation is secure and a better place to live in.

ACKNOWLEDGEMENT

I am grateful for the endless support and journey mercies that God has shown me throughout the research process. Appreciate all those who made contributions that ensured the success of this project. I would like to single out my supervisor Moses Leseyio for his unwavering support, and my colleagues for their encouragement. The very final appreciation goes to the police leadership in Nairobi Area for the most profound support.

ABSTRACT

The quality of law enforcement is a concern for every citizen because it affects all whether directly or indirectly. The main problem covered in this research study stems from security reforms done by the government that have not resulted in improved performance but criminal activities have rather increased. The underlying challenges causing below-average performance have not been fully studied thus hindering the roles played by security officers. The study aimed to understand the relationship between motivation as an explanatory variable and performance as the dependent variable. The study purposed on finding out the impacts motivation has on the security sector by focusing on the County of Nairobi. Law enforcement in Kenya is primarily offered by the National Police Service organization. The rampant increase of crime against persons in Northeastern area in Nairobi is the problem to be investigated on how transactional leadership will help to curb the crimes. The mixed design used for this research encompassed exploratory, descriptive, as well as qualitative elements where the regular police were employed in the sampling frame. Information gathering from respondents was done by a questionnaire. Data analysis focused on performance of police officers and how it was attributed to motivation. The target population include police officers in charge of Northeastern area of Nairobi County, Sub-counties, police stations, police posts, police patrol Bases and the Government Administration representative at informal settlements. Questionnaires were subjected to a sample size of 184 respondents using purposive sampling techniques from selected police officers and Government administrators. The quantitative and qualitative data collected was analyzed by use of SPSS (the Scientific Package for Social Sciences) and Microsoft spreadsheet. The result indicates that, insecurity occurs because of increased unemployment rates, illicit brew, drug abuse and trading, working harmoniously with the police service. From the findings, measures put in place by the Government of Kenya to provide security to the citizens are good, but lack the aspect of proper policies and follow up procedures to motivate the primary law enforcers. The recommendation of the study is that the government of Kenya together with involved stakeholders should provide enough motivation to the police in order to enhance their performance and the delivery of services.

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ACRONYMS AND ABBREVIATIONS

NPS	- National Police Service
RPC	- Regional Police Commander
RCIO	- Regional Criminal Investigation Officer
CPC	- County Police Commander
SCPC	- Sub-County police commander
SCCIO	- Sub-County Criminal Investigation officer
OCS	- Officer Commanding Station
OCPP	- Officer Commanding Police Post
OCPPB	- Officer Commanding Police Patrol Base
GoK	- Government of Kenya
NIS	- National Intelligence Service
DCI	- Directorate of Criminal Investigation
NCO	- Non Commissioned Officers

OPERATIONAL DEFINATIONS OF TERMS

Motivation – This is a process that is aimed at initiating, guiding, and maintaining a behavior that is goal-oriented. It encompasses forces that activate a behavior and can be of biology, emotion, social, and or cognitive origin.

Performance – Is the effectiveness and efficiency of work done. The degrees of a goal obtained is indicates the effectiveness while how the resources are consumed to achieve a certain level indicates the efficiency of an organization or department rather than that of individuals.

Law enforcement – Law enforcement includes the prevention, detection, investigation of crime and apprehend and detect suspected individuals who have violated the law (Bureau of Justice statistics,2006) It involves the agency as well as individuals that enforce and maintain laws, order and public safety.

Security – Is an all-encompassing condition in which freedom exists among the communities' people, where peace and safety is available as well as governance and protection of their rights, accesses resources and meet their basic needs of life, live areas that are not harmful to their health and wellbeing (OECD DAC, 2008).

Law enforcement agencies – Refers to those organizations involved in prevention of crime on a regular basis, or those that carry out investigation and apprehend criminals, or that maintain order and also provide various services (McGraw Hill,2013) Examples of law enforcement agencies include but not limited to Kenya Defense Forces, Kenya police, Administration police, Kenya prison services, Kenya wildlife Services and Kenya forest guard.

Security governance – According to Liaano (2011) security governance is the process through which security capacity can be strengthened through an effective

governing mechanism.

Management – Refers to a group of process that can help keep a complicated system of people and

operation to run smoothly, important aspects of management includes

planning, organizing, staffing, controlling, budgeting and problem solving.

(Management n.d dictionary unabridged) Retrieved 10 2019 from Dictionary.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Though security is an integral part of the human society and its inception is associated with the conception of the modern state (Agamben and Heron, 2010), its full development was not realized until the 18th Century. According to Kamau (2017), there are four main components of security that include; physical security measures, forces offering public protection and their associated tactics, security personnel that are privately owned with their technology, and efforts by individuals to provide protection as well as maintain order in the society. Security is regarded as the pursuit of freedom from threats (Stone, 2009), and is also the United Nations considers it a basic human right under a declaration established in 1948. Security has been integral in the realization of civilization and also guaranteed progress in the future, that could have been hampered by loss associated with danger or harm (Kamau, 2017). This view is supported by the world development report released 2011, that singles out insecurity as a core challenge hindering present development.

A broken-down criminal justice system that sees the release of convicted offenders in unlawful manner or without having served their time, promotes insecurity. Despite the effort by some police officers opposing the release of certain criminals on bail through written channels, sometimes this is not taken into consideration by the court system. This action demoralizes the police officers involved and also puts their lives at risk as some offenders threaten to take revenge against the arresting officers. Moreover, this encourages the criminals to break the law without regard for harsh punishment.

The other difficulties facing police in fighting crime are inadequacies in areas of transport services, facilities, poor physical infrastructures, and illegal structures for criminal hideouts. This makes it difficult for police officers to work with the logistic equipment that they are assigned for, on their regular operations. Lack of commitment among police officers most of them who are poorly paid and thus demoralized by their terms of service, lead them to engage in bribery and corruption.

1.1.1 Global Perspective of Law Enforcement

Crime in cities is magnified by factors such as migration of people from rural to urban areas, high poverty levels, rampant unemployment among youths, and abuse of drugs. According to Securing Global city (2018), more than half of the world's citizens today have made their homes in cities and increased urbanization is witnessed in countries found in the global south. Sub-Saharan Africa, in particular, had seen a dramatic change of urbanization, for instance, Dar es Salaam in Tanzania, Luanda in Angola, Lagos in Nigeria, and Kinshasa in Congo, represent some of the cities where notable insecurity has been experienced (Pearce, 2018). Omeje and Githigaro (2012), assert that conceptually Africa's state security is still fuzzy and marred with problems, regardless of its importance. This is so, especially, considering that most of the countries have deviated from the Westphalia benchmark. These authors also support that colonialism was crucial in shaping the African police institutions, the police service of Kenya. Therefore, significant changes need to be made that will change the relations of power, by focusing on the provision, management and how security oversight is carried out in Africa.

The concept of security governance provides a divisible companion concept to support the rooting act of old reflexes and attitudes necessary for the transformation. Human and institutional capacity building is an essential component of an operational agenda (Bryden and Olonisakin, 2010). Though, security remains a responsibility shared among government and public agencies, its attainment is the central role of the police. National security involves corporation among the police and sharing of information within the organization (Schwartz, 2015)

1.1.2 Local Perspective of Law Enforcement

The Kenya police service is the national department in charge of law enforcement in East Africa states, it traces its foundation on the Imperial British East Africa (IBCA) Company. Sir William McKinnon, who was a businessman, sought protection for his stores that were situated along the Kenyan coast between the period 1887-1902 (the Kenya police strategic plan 2003-2007). The organization and training of the Kenya police was military in nature since its inception in 1907 until its reconstitution by a police ordinance. According to the Kenya Strategic Plan 2003-2007, Sir Hayes Saddler made an effort to enhance the performance of the police by appointing a

committee that looked into their affairs. Since then many attempts have been made without changing the structure or attitude of the police on how they use their power or offer services (Apcof, 2014). Despite all these, the law enforcement agency has been characterized by very limited, resources an issue which has led to weak operational preparedness and lack of motivation, types of equipment and logistical capacity. Moreover, inadequate salaries, unconducive housing and poor working conditions have been alleged to deteriorate police performance police (Amnesty International, 2013). In response to growing security issues, the government of Kenya had made many initiatives all geared towards improving security in the country like; The Kenya National Focal Point on small weapons (KNFP) IN 2006, The Kenya National Task Force on police reforms (2009), Establishment of National Steering Committee for peacebuilding and conflict management, and most recently security Bill (2014)all anchored on policies, legislation, and legal frameworks, pragmatic intervention, and institutional arrangements. Nevertheless, with all this growing department of security initiatives, the actual law enforcement had been declining in the country. This is attributed to issues of motivation in the security sector, thus, there is need for thorough investigation of such issues.

The study is targeting the police officers serving in Nairobi, police leadership in Nairobi, and the residents of informal settlements in Nairobi.

1.2 Statement of the Problem

The deterioration of Kenyan polices' performance is notable (Carter and Sapp, 1990), resulting in the experience of criminal activities every day. The daily nation reports that the lives of people exceeding 1300 was lost during the post-election violence (Daily Nation April 3rd, 2011). Such violence also led to distraction of property, businesses and stores for food. The poor performance characterizing the police sector, trails that of other sectors. This is especially due to the loss of lives occurring at the productive stage (Susan et al., 2012).

Most of the crimes experienced in Nairobi are; Mugging, stealing items from cars, armed robbery, robbery with violence, breaking/burglary, and stealing, people using and dealing with drugs, property crimes such as vandalism and theft, according to crime Centre-Nairobi 12 January 2020., indicates the crime committed in Nairobi from January 2020 to June 2020.

Table 1.1 Common crimes committed in Nairobi

CRIME	PERCENTAGE
Mugging	68.8
Stealing	54.9
Burglary and Breaking	51.1
Robbery with violence	30.2
Possession of narcotics drugs	30.1
Robbery	14.9
Murder	13
Rape	9.7
Being drunk and Disorderly	6.2
Forgery	4.5
Child Abuse	4.5
Defilement	3.9
Loitering for prostitution	3.6
Corruption	3.6
Drug Trafficking/Smuggling	3.5
Carjacking/hijacking	2.7
Environmental Pollution and Destruction	2.4
Motor vehicle theft and theft of motor parts	2.3
Arson	1.5
Creating Disturbance	1.1

1.3. Objective of the study

To determine how motivation affects performance of law enforcement officers in Kenya: A case study of the Northeastern area of Nairobi county.

1.3.1 Specific Objective

- i) To investigate whether knowledge and skills possession influences the performance of law enforcement officers? A case study of Northeastern area of Nairobi county.
- ii) To investigate the impact of training on the performance of law enforcement officers, a case study of Northeastern area of Nairobi county.
- iii) To determine how promotion opportunities influence the performance of law enforcement officers, a case study of Northeastern area of Nairobi county.
- vi) To establish how salary scheme influences the performance of law enforcement officers, a case study of Northeastern area of Nairobi county.

1.4 Research Question

- i. How does knowledge and skills possession influence the performance of law enforcement officers?
- ii. To what extent does the training affect the performance of law enforcement officers?
- iii. To what extent do promotion opportunities influence the performance of law enforcement officers?
- iv. How does the salary scheme influences performance of law enforcement officers?

1.5 Significance of the study

Information from this study will help policymakers prioritize intervention to reduce demoralization, specifically in the police service. This study will provide an insight on the effects of demoralization on police performance. The resulting findings will be useful to the government of Kenya in helping it understand the issues surrounding the security situation in the country. The findings will also help the local administration and other security stakeholders like county security committees to understand the drivers of insecurity and how to solve them. The findings, identified gaps will be essential for academicians, and researchers in terms of providing information and also for those who intends to carryout out further research. This study is important in that crime can be contained for the security and safety of all cities and towns in the world and especially in Kenya. Also, the research can be adopted by various bodies within the

government to explore more on the causes of crime increase hence build on permanent solutions. This study can be used to enlighten the citizen on the importance of working together with the police for the security and development of the community.

1.6 Scope of the study

Commencement of the research will be from July to November 2020. The study was conducted in the Northeastern part of Nairobi County of low-income residential estates. The area has a higher percentage of informal settlements with around 300,000 residents and the area is perceived to be the hub of criminal gangs. The selected residents of these estates and police leadership deployed in these areas will be engaged in this study to give required data for processing and analysis

1.7 Chapter one Summary

This chapter focused on some of the concepts that affect the performance of law enforcement officers in Kenya; The concepts chosen are those that are concerning the area of this proposal. The chapter indicated the scope of the case study which was sub sectioned into the Background of the study, Global and Local perspectives of law enforcement officers, the problem under study, objectives employed, as well as the questions to be addressed are highlighted in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter focuses on various concepts of crime and their resulting effect on the concerned community. The concepts chosen are those that are concerning the area of this proposal. The chapter gathers reviews that are both theoretical, as well as empirical. Summary of the concepts, the identified gaps, the framework used and variables employed are also covered in this chapter.

2.1 Theoretical Literature Review

Many theories have been developed including X, Y and Z that look at how organized behavior are related to human motivation and management. Douglas McGregor formulated the X and Y theory stipulating that there are key attributes characterizing an average person, that includes; laziness, self-centeredness, lacking ambition, dislike for change, and the desire to be given directives (McGregor, 1960). According to theory Y, human beings actively shape both themselves and their environment. Human beings are known to have the desire to grow and take up responsibilities. The existence of the research problem for this study is explainable by these theories that try to understand human behavior that dictates their action. Models have been proposed to interpret the motivation of human beings like Theory of Accountability (Theory A). This model looks at how the predetermined target of security offices results from aspects such as their responsibility, maintenance of accountability, monitoring continuously, and fulfilling that hinder their performance.

2.2 Empirical Literature Review

The study in Kenya security perspective, the relationship between motivation and law enforcement officers' performance in the police service has become more complex and necessitates high-quality personnel (prof R.W a Lecturer at Kenyatta University). The attempt by the Government of Kenya to enhance security officer's performance has not borne any fruits and this has seen an increasing criminal activities on a daily basis. The challenges that result in below-average performance are yet to be fully studied and understood, thus, a critical role in security issues. In order to understand the underlying relationship, the project considered

motivation as an independent variable whereas performance acted as a dependent variable. A possible linear relationship was observed between the independent variables such as knowledge, skills possessed, training and opportunities for promotion, as well as salary scheme; as shown in the conceptual framework below (figure 2.5).

2.2.1 Knowledge and skills possession

The organization and management of know-how for policing represents the knowledge and skills possessed by law enforcement officers. Human resource management is an organizational function that deals with the issue related to people, such as acquisition, development, motivation, and management of human resources. It includes; Recruitment and selection whose objective to get qualified people for a particular job. Such principle need to be applied to law enforcement officers ensuring that individual who will be representative of the people they serve are picked, be transparent, fair with selection criteria aiming to achieved representative law enforcement agency, in which officers fulfill predetermined criteria based on the candidate merits rather than on their affiliation, ethnic or political backgrounds with a neutral and objective process aiming to establish a law enforcement agency that is skilled, professional and representative of the people they serve and of high integrity (Fyfe and Kane, 2006; White and Kane, 2013).

2.2.2 Training

Raza, (2007) points out that training and development is an attempt to improve current and employee's performance in the future as their attitude, skills, and knowledge increase. The author also asserts that training and development is crucial where the goal is to increase an individual's or corporation's overall performance. It is thus defined as an education procedure that includes; The sharpening of competence, standard, conversion of mindset, and gaining greater know-how to enhance the performance of personnel. According to Carter and Sapp (1990) Training refers to techniques used to present new personnel with the capabilities they need to actualize their responsibilities, whereas development represent the gained knowledge that is pertinent for current and future growth of employees. The keynote for effective training is having a strategy, Rukumba, and Iravo (2019).

2.2.3 Promotion Opportunities

Nishii, Lepak, and Schneider (2008) came up with the construct Human Resource Attributions Theory. The theme of Human Resource practice says the attribution that employees develop about the intentions of adopting a particular practice by the management can affect their attitude and behavior and the overall performance of a unit. Though compensating employees by monetary means is essential, non-monetary gestures such as recognition can also work. Therefore, to generate job satisfaction and commitment among employees there is need for regular praise, appreciation and positive feedback from both managers and colleagues, recognizing an exemplary work. In an organized social environment recognition can be employed as tool to motivate people hence enhancing their output. As per the literature findings, promotion makes employees to be more committed. The relationship between recognition or promotion and performance need to be assessed for law enforcement officers in Kenya.

2.2.4 Salary scheme

Employees that are given some reward by the organization tend to push themselves as they are motivated to achieve their goals (Aktar, Sachu, and Ali, 2012). Unrewarded employees, on the other hand, feel dissatisfied and hence do not work hard leading to low production in the organization. Reward can be in terms of finance that employees can use to satisfy their basic needs. However, there other non-monetary reward including medical support, rotation of duties and recognition also acts as motivational factors. Based on monetary compensation, reviewing the salary of Kenya's law enforcement officers can improve their performance. The study aimed at investigating the consequence of motivation on the performance of security officers working in the public sector in the County of Nairobi, Kenya. The unity of analysis was the regular police Mr. E K Kiraithe commissioner of police, Kenya (2011)(Susan et al., 2012). Globally, the role of the police has become more complex and neighborhood policing is more and more being encouraged. In regard of the complexity surrounding police work and organization, there is need for hiring and retaining officers that are highly qualified (Kakar, 1998 in Roberg Kuykendall, 1997). Moreover, Goldstein (1977) recognizes that the task of policing is complex. This view is shared by Cater and Sapp (1990) who asserts that the role of police officers, though complex, is very essential in the modern democratic society.

2.3 Summary and research gaps

The first research gap experienced in the study was caution taken in providing data by the senior police officers. This is mainly a result of the sensitivity associated with divulging police information to members of the public. However, the assistance obtained from the police headquarters helped to address these challenges. Secondly, since the target group of respondents was the administrators of the police service, they were not readily available even on appointments. This was solved by repeated visits and occasionally carrying out the interviews after the official office hours on availability. Supporting the security sector has the potential to enhance the growth of an economy, thus, when such a crucial area is ignored can hinder development. The reviewed literatures suggest that research, especially the empirical one that focuses on the performance of public security and the associated organization, is inadequate (Kakar, 1998). In addition, the focus of research has been on the performance of other public sector with little light being shed on the police. Gaps identified are shows that previous research was done to establish inadequacy of police performance rather than the underlying causes of the poor performance (Kumar et al., 2000). Globally there were no clear records available on research to indicate challenges of performance in the police service in Nairobi, Kenya. There are no records to indicate the influence of motivation.

The literature assessed indicates a possibility of finding various factors that determine motivation and performance. The theoretical literature brings out motivation as a necessary factor in improving the performance capacity of service delivery in law enforcers.

2.4 Conceptual Framework

Human beings are in constant requirement for satisfaction of their needs, as such, the performance of the police officers can be improved through motivation. Abraham Maslow outlined a hierarchy of needs that guides the motivation of people. Basic needs such as food, shelter, and water are found at the bottom of the pyramid. After satisfying their basic necessity, people tend to seek security, praise, and recognition for their hard work in the respective jobs. The poor terms of service and poor pay of the police, lack of recognition of their work, unfairness, and education affect greatly the service delivery to the community.

2.5 Operationalization of Variables

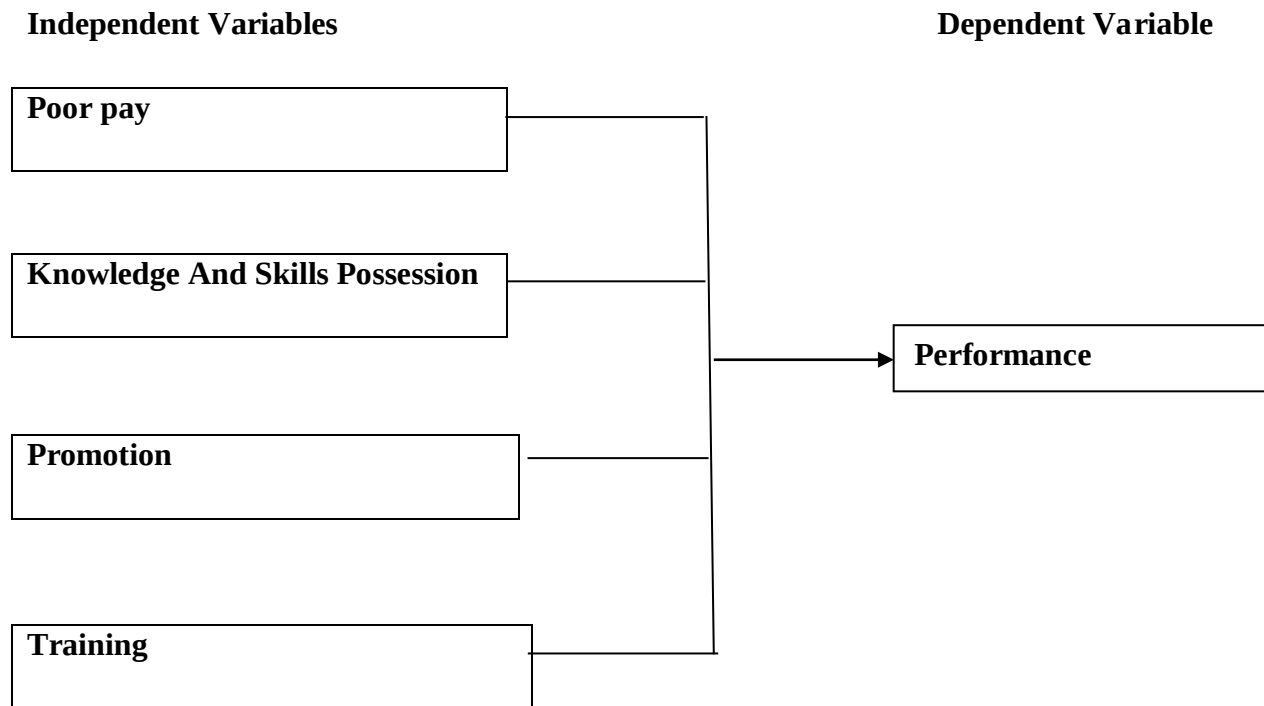


Figure 1.1 Independent and Dependent Variables

Poor terms of service are the main cause of poor service delivery among the law enforcers in Kenya. Officer's performance is affected due to a poor system of promotion and lack of recognition of the role they play in discharging their duties. Knowledge and skills possession, training of officers received affects their performance and the salary schemes demoralize officers on their service delivery as indicated in figure 1.1.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The chapter covers mainly the methodology employed in carrying out the research study. It looks at the design used to collect the data, the population of interest techniques used for sampling, the instruments, the study pilot, the procedure for collecting data, analysis of data and consideration for various research ethics that were considered in the study.

3.1 Research design

According to Zikmund et. al. (2003), the research design is a master plan/framework or blueprint that specifies data collecting and analysis methods and procedures. The research falls into the influence of motivational effects on law enforcement officers in the Northeastern area, Nairobi county. The study will aim at describing in detail the various instruments which will be used to analyze dependent and independent variables. The reason is to why descriptive design will be used is because it involves facts findings and solutions to significant problems. According to Cooper and Schindler (2003), the aim of descriptive study is to discover who? what? where? And sometimes how questions. The descriptive study also is applied for the literature reviews and case studies to depict similar theories that touch on the effects of motivation on Kenya's law enforcement officers.

3.2 Target Population

A group of individuals in their totality, events, and or objects with similar characteristics that can be observed represents a population. When an aggregate has specific attributes it can be considered to be a population (Mugenda and Mugenda, 2003). The targeted population was the Nairobi Regional police commander(RPC), County Police Commander(CPC), Sub-County

Police Commanders(SCPC), Officer Commanding Stations (OCS), Officer Commanding Police Posts (OCPP), NCOS staffs of National Police Service(NPS) and Officer Commanding Police Patrol Bases(OCPPB) and that work in the Northeastern area of Nairobi county.

Table 1.2 Target population

..OFFICERS	CATEGORY	TARGET
NPS	RPC	1
	CPC	1
	OCS	22
	OCPP	34
	OCPPB	39
	NCO'S	87
TOTAL		184

3.3 Sample and sampling techniques

A portion of the whole population under study represents the sample and it gives a true representation of its underlying characteristics (O'Leary and Potts, 2011). Merczyk, DeMattoe and Festinger (2005) regard it as a subset of the population under investigation. The rule of thumb when selecting a sample is that, as possible, a big sample should be obtained. The advantage of sampling includes; reduced cost, increased accuracy, fast data collection and analysis, and quality data is normally obtained (Adèr, 2008). According to Kothari (2011), a good sample is not only a true representation of the targeted population but its also results in a sampling error that is small, is economic and systematic, but also the application of its results should give a reasonable level of confidence.

For this study, the sample was determined using Fischer's model whereby, if a sample is being selected from a population of less than ten thousand (10,000) objects, then the sample size shall be;

$n = (z^2pq)/d^2$ Where; n represent the size of sample chosen from a population < 10,000; z = standardized normal deviations at a given level of confidence, for example, if the coefficient is 95% then $z = 1.96$; p = is the population of interest.

The assumption in this study is that there is a 50:50 optimal bases.

Q equals the balance from p that adds up to 100% That is 1-p, which is our case yielded 1 – 50% (0.5)

d = Appropriate significance level, for instance 95%, the significance level was .05

Using this procedure, the sample size was;

$$n = (1.96^2 \times 0.5 \times 0.5)/0.05 = 184$$

Since this population was less than 10,000, an adjusting formulae;

$$nf = n/1+n/N$$

Where nf is the desired sample size after adjustment, and N = Total population.

Upon using this formulae the adjusted sample size was;

$$nf = 270/(1+270/540) = 184$$

The sample size of this study was 180 senior law enforcement officers. After picking the 180 law enforcement officers, those numbers were allocated to the eight Administrative police stations.

Using the 1 proportional allocation scheme in which the sample size picked from each station was equivalent to the sampling fraction 270/540. The sample distribution in the eight administrative stations is presented in Table 1.2.

Table 1.3 Sample selection per Administrative stations

ADMINISTRATIVE STATIONS	TOTAL POPULATION(N)	SAMPLE SIZE(nf)
Kariobangi	81	22
Huruma	58	27
Shaurimoyo	83	25
Jogoo	49	21
Makongeni	34	19
Bububuru	72	17
Pangani	51	25
Kamukunji	112	24
TOTAL	540	180

The sample will be collected on employees of NPS serving in the Northeastern area, Nairobi county. Who will be available during the time of data collection? The sample size will be a total of 184 law enforcement officers who will be picked randomly in a way that spans equally to all target populations.

3.3.1 Sampling technique

Sampling means selecting a given number of objects from the already defined population to be representative of the said population. This study adopted a probability sampling procedure which was done in two stages. In stage one, stratified sampling was used to group the eight police

stations into strata. The use of stratification made it possible to divide the population into homogeneous units to enable use of simple random sampling. Once the administrative stations and posts were grouped into twelve strata, application of simple random sampling was done for picking the senior officers working at the administrative police station and at the police posts in the study area. Random sampling was used because the Kenya police service is spread all over the country and the different locations meant that officers have different experiences hence, the need to establish their experience in law enforcement. When a sample is picked randomly, each member has a chance of being picked (Patten and Newhart, 2004) and as such the sample becomes unbiased (Kothari, 2008). On the other hand, the use of stratified sampling was because it is able to capture a wide range of characteristics of the population of interest. Moreover, when this sampling method is used it is able to produce sample characteristics that are proportionally same as the entire population. This study employed this particular technique because it was intended to give both differences and similarities concerning the various aspects touching on the performance of law enforcement officers.

3.4 Instruments

The researcher will apply two data collection tools that will include questionnaires and interviews. The questionnaire will be used to save time and get the information that one is not able to discuss i.e. which looks confidential. Closed and open questions will be used to guide the respondents providing focused feedback to boost the study of its success. Interview schedules will also be conducted to give the researcher the chance to ask questions and receive feedback immediately.

3.5 Pilot Study

This refers to a preliminary study carried out before the main study whose aim is to test research protocols, strategies for sample recruitment, instruments for data collection, and other techniques for research. According to Murray (1999), and Rattray and Jones (1998), after construction of the questionnaires, it should be tested on a selected group of respondent for improvement before being used on the intended respondents. This is according to Kothari (2009), meant to ensure that they serve their intended purpose. Testing the feasibility of the questionnaire to be used is done through a pilot study. In this case administrative officers of the Kenya police service were considered for the pilot study and hence were not included in the final research study. Here 26 administrative senior officers that comprised of 15% of the total were employed. The aim was to evaluate whether the questions were relevant, meaningful and clear. The feedback that was obtained was reflected in the revised questionnaire. It was conducted to identify potential problem areas. the pilot study is essential in determining whether the research process is feasible .Berge and Huang's (2004) retention model was used as an organizing framework.

The recruitment procedure to be used, participants retained, usefulness of the questionnaire and interview procedure used for collecting the data were tested. The positive response obtained together with responses that were considered relatively good due to discontinuation of individuals from the pilot study, confirmed the need to use more refined process when carrying out large investigation. The outcome was relevant if ethical concerns of the research are to be taken into consideration.

3.5.1 Validity

The pilot study aimed at determining how feasible qualitative research was in understanding the experience of participants in respect to their psychology, in order to improve aspects of the main study such as quality and efficiency. The interview and questionnaire methods use on data collection tested positively. Based on the research design of sampling technique, the nature of the research, and the characteristics of the population under study, questionnaire and interview was identified as the suitable tools to collect data. I validated this because the majority of respondents had limited time and confidentiality was required during the test.

3.5.2 Reliability test

A test that is replicable and can be used by several different researchers under stable conditions with consistent results and replicability over time. Moreover, when a test is observed to be free from measurement errors is said to be reliable and its reliability reduces with increasing errors (Fraenkel et al., 1993). Maree and Fraser (2004) suggest that if the same question was to be asked to different children it should yield the same result. With this, researchers and educators to make a reliable comparison. When more errors result from an assessment it means that its reliability is great and the other way round. Reliability is an important factor that contributes to validity.

3.6 Data Collection Procedure

Prior to commencement of the study an introductory letter was obtained from the university, as well as permit that was given by the National Commission for Science, Technology and Innovation(NACOSTI) and collection of data was permitted by the Kenya Police Service. Research assistant were then recruited for some selected geographical areas. The researcher and

researcher assistants dropped and picked the questionnaires and interviewed the respondents for clarification as to the method for data collection. The respondents were given a maximum time of one week after which the questionnaires were collected. However, in some instances, the period was extended since the respondents were not available due to exigencies of duty. The method used was appropriate as the questionnaire was long, and the respondents availability was average and geographical dispersion of the sample selected. Primary and secondary data were utilized under the present examination and also questionnaires and interviews were incorporated in the study. The advantage of using a questionnaire in this study is that it ensured that confidentiality was kept, it is easy to administer, cheaper, and saves on time. Despite questionnaires giving noticeable opinion, they encourage participants to be open in responding to fragile questions, are rarely affected by bias, and they ensure accurate data that is significant (Newton, 2015). Also, a questionnaire was ideal for this examination because the researcher could accumulate information from a greater sample size. The questionnaire had closed-ended and open-ended questions to bring out specific responses for qualitative and quantitative examination respectively. The interview method of collecting data was used because it provided full information and clarity of data gathered.

3.7 Data Analysis and Presentation

The process of data analysis encompasses the evaluation of data both analytically and logically by looking at all the components of the provided data (Bell, Bryman and Harley, 2018). Different data analysis methodologies were used for the various kind of data collected. Qualitative data in the questionnaires were used to describe and explain the quantitative data. All the quantitative variables were chronologically organized concerning the questionnaire outline and ensured that the correct coding was issued for variables. Editing was then done to ensure that information

entered for each questionnaire in each variable was correct. Using the coded variables and the questionnaire numbers, it was used to edit erroneous data and verify the data entered(Fowler,2013).

For qualitative data, which was mainly gathered from key informants, interviews, and open-ended questions; a qualitative data checklist was developed. The checklist was clustered along with the main themes in the checklist included. The checklist made it possible to collect the scattered information under particular themes. This was in turn used to aid a generation of discussions, analysis, and interpretation of information under this study. To report the data analysis from the Likert scale, the researcher used or the ‘collapsing response’ as referred by Gwavuya (2011). In this case the percentage representing the ‘Strongly Disagree’ is added to the representing ‘disagree’ response(SD+D). Also the percentage representing ‘Strongly Agree’ is added to that representing ‘Agree’ response (SA+A). When representing the findings, the method was extended to all types of responses in the table. The coded data was analyzed, synthesized with SPSS software that was also use to present the results.

In case of all variables, scatterplots and lines of best fit were fitted to demonstrate linear trends. Spreadsheets were also used to present the results in graphical forms as well as frequency tables. Data analysis was done using various analyses such as measures of central tendency, dispersion, symmetry, and inferential statistics. Also, multiple correlations and multiple Regression analyses were performed. The relationship between independent and dependent variables of the study confirmed a linear relationship for the variables and confirmed the study Hypotheses.

3.8 Ethical Considerations

The projected study did not present significant ethical issues. Research integrity was being upheld by properly citing authors to avoid plagiarism. Communication was made to the respondents informing them of how the information they provided was going to be used. The identities and personal data gathered were treated with all confidentiality. Research permits and authorization were also obtained from the relevant establishment. Any information collected during the study was not exposed to any other third party without explicit consent from the respondents.

3.8.1 Informed consent

Informed consent is a pillar in ethical research (Denzin and Lincoln, 2011). In this study, the participants were fully informed of what was to be asked of them, how the data was going to be utilized. The participants were provided explicit active signed consent and were made to understand their rights. The process for informed consent was perceived as the contract between the researcher and the participants.

3.8.3 Voluntary Participation

The study ensured there was voluntary participation in all research by informed consent from the participants who were guaranteed that they will not be affected negatively if they did not assist with the research. There was no coercion or deception to the respondents to participate in the research process. they participated voluntarily.

3.8.4 Confidentiality

The gathered information from participants was kept confidential and could not be shared with a third party without prior permission as per the outlined understanding and the established trust in this research. During the informed consent process, the respondents were made aware of the

steps to be taken in protecting data confidentiality, and were to be informed of the data protection strategies as well as the third parties who could have access to the shared data.

3.8.4 Privacy

There was an agreement about maintaining and who has access to identifiable in regards to protect participants from inappropriate disclosures. The privacy of all participants was upheld in the whole process as agreed.

3.8.5 Anonymity

The study kept the secrecy of the participants by not identifying the ethnic or cultural backgrounds, also by omitting their names as well as sharing information about participants that is sensitive. In this study, the researcher promised to protect the information given in confidence by the respondents. This enhanced honesty towards the research subject by protecting them from physical and psychological harm whereby it ensured that the researcher did not ask embarrassing questions which could have disguised even shocked the respondents.

3.9 Chapter Summary

In this chapter the method used in the research are presented. It indicates how the pilot study was carried out, the research design used in the collection of data. It presents the population that was targeted to give information on data collection. It indicates the samples and sampling techniques that were employed in the process. The chapter also presents the instruments used on data collection, data collection procedures, data analysis, data presentation, and the ethical considerations that were to be observed during the process.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

In this chapter information on the presentation of research findings and the limitations of the study.

The Hierarchy of Need Model developed by Abraham Maslow was adopted for this study. This model focus on the employers' responsibility to make the area of work conducive for employees to realize their unique potential (self-actualization). The concerns outlined by Maslow are quite relevant today. Motivation of a person comes from their needs that are mostly internal. The Hierarchy of needs proposed by A. Maslow helps to explain how employees are motivated by their needs. There is a direct relation between motivation and performance(Lelei, 2017). This chapter presents the data collected from Nairobi county on the perception of the effects of motivation in law enforcement officers. The sample population was picked from law enforcement Leaders attached at Northeastern area of Nairobi county and was divided into three strata to ensure equal representation from different levels of leadership. Stratum one was made up of top-level leaders (OCPDs). In this stratum, leaders from both top levels were targeted. Once the police leaders had been identified, random sampling was applied to ensure that each had an equal chance of being selected. A total of 113 were sampled. Leaders from stratum one filled in the questionnaires.

The second stratum was made up of middle-level leaders(OCS'S). purposive sampling was applied to ensure that the targeted representatives were from registered stations. A total number of 52 were sampled.

The third stratum was made up of the lower-level leader(NCOs). Purposive sampling was used to sample 19 leaders directly.

4.1 Presentation of research findings

The main research objective was the assessment of how motivation of law enforcement officers' performance in Kenya. For of officers located at Northeastern region of Nairobi county. Most of the respondents through their answers confirmed that the knowledge acquired, skills possessed,

promotion, training, as well as salary scheme was influential in their productivity and performance. According to responses on these dimensions (knowledge and skills possession, training, promotion, and salary scheme) will bring new potentials for law enforcement when performing tasks and will result in increased performance and productivity. Descriptive statistics in the form of mean as listed in the table provide evidence that performance and productivity is enhanced and increased by the four dimensional variables.+

Inferential statistics on the other hand generated tabulated statistics in which the coefficients of correlation and regression of the collected data from 184 respondents, using questionnaires was depicted. Checking the cause and effects of independent variables and dependent variables, a linear regression was applied. The above measurable results have been drawn.

Table 1.4 Response Rate

Details	Frequency	Percent
Distributed Questionnaires	184	100
Duly filled and returned questionnaires	155	84

4.2 Response rate

A response rate was calculated based on the number of questionnaires collected out of the total distributed. A total of one hundred eighty-four (184) questionnaires were distributed to the eight Administrative stations targeted for the study. Out of the distributed questionnaires, one hundred and fifty-five (155) that had been duly completed, and represented 84% of the total, were used for analyzing the data. According to Babbie (2002), in descriptive research, getting a response that is above 50% is enough for analysis. This observation is supported by Kothari (2004) who said that responses between 60%-70% are considered adequate while anything above 70% is considered an excellent response rate. Morris (2007) also supports that responses that yield above 60% in the rate of response are enough to derive significant conclusions on social research studies. In this study a response rate of 84% was achieved, thus, it was considered enough to get information useful for analysis and is reaching conclusions that are relevant for this study. The response rate achieved in the study are presented in Table 1.4 and in Figure 1.1.

4.3 Results of Pilot Study

The data collection tool was tested during the pilot study. The questionnaire was administered not only to twenty-six senior police officers drawn mainly from the Northeastern region of the County of Nairobi but other police stations were utilized but were not included in data collection process. The selection of officers from this stations was done randomly in order to ensure that everyone was given an equal chance to be selected. All the variables in the conceptual framework proved to be suitable for carrying out the study.

4.3.1 Reliability test

Cronbach's alpha was used to check how reliable multiple measures were and the consistence occurring internally between variables in this study. Cronbach's alpha is a reliable coefficient used in determination that a group of items have a positive correlation with each other. Computation of this coefficient is through the consideration of the occurring inter-correlation among items that measure a particular concept. Sekaran and Bougie (2016), argue that a Cronbach's alpha that is close to 1 means there is high consistency internally. Therefore, a Cronbach's alpha that is more than 0.7 indicates that the instrument can be reliable in collecting the data. According to Tavakol and Dennick (2011), getting an alpha coefficient that is high does not necessarily indicate high internal consistency. The reasoning given here is that alpha coefficient is influenced by the length a particular study takes, for instance, the number of questions/items that were contained in the study. These scholars attested that for an increase in the alpha value to be realized, addition of more items that are related has to be made. Also, a measure that is reliable can mean that it has no bias, thus, ensuring consistent measurement are taken not only across time but also among different items using the instrument.

According to Table 4.2, analysis of the pilot study indicated Cronbach's alpha of 0.7 or more was obtained indicating high level of reliability of the instruments used.

Table 1.5 Summary of Cronbach's alpha reliability test

Determinant	Number of Items	Cronbach's Alpha
Knowledge and skills possession	8	.768
Training	8	.697
Promotions	8	.857
Salary scheme	8	.885

4.4 Respondents Background Information

In this section, the demographic characteristics of the respondents are discussed. This was aimed at ensuring that there was no biasness in the manner in which the respondents were selected for the study.

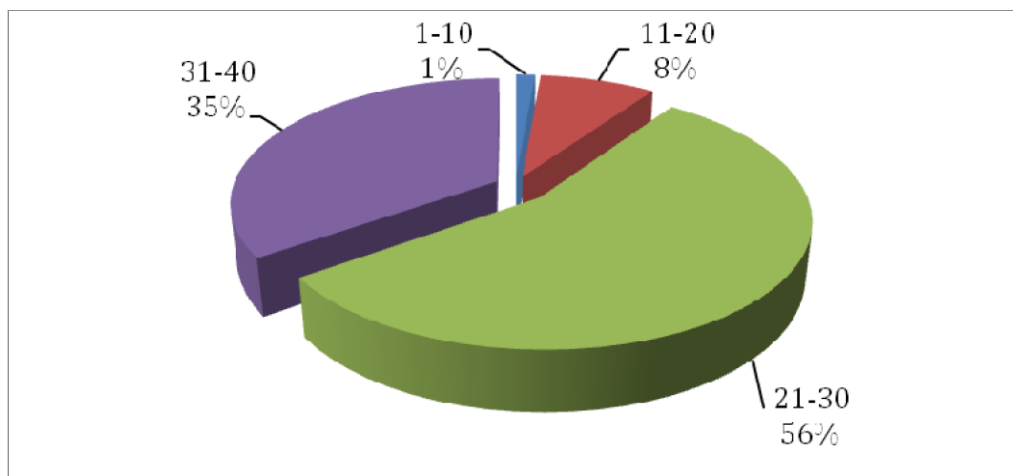


Figure 1.2: Questionnaire Distribution and Responses on knowledge and skills possession

4.4.1 Analysis of the Responses on knowledge and skills possession

The figure 4.1 provides results that indicate that majority of the responses were received from the police stations, contributing 25.8% (40 respondents) of the total responses. The distribution of responses derived from the eight Administrative stations including the number of respondents are presented in the figure 1.3 below.

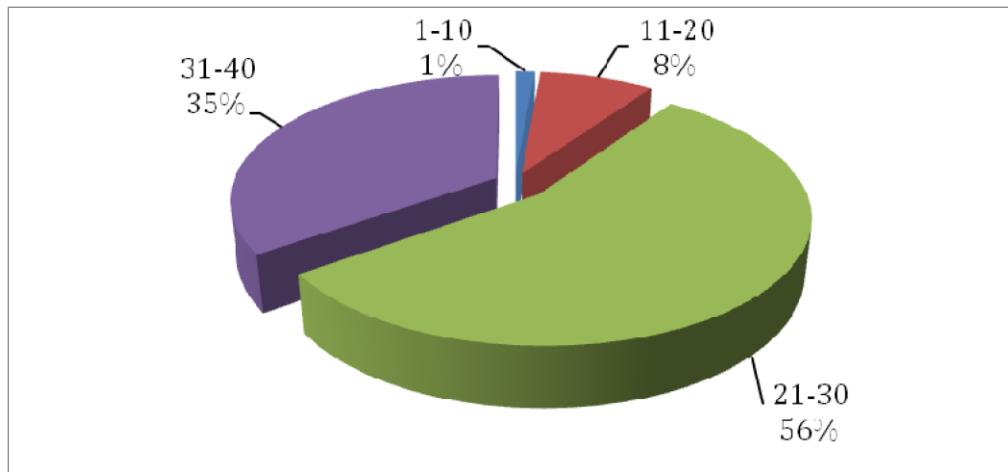


Figure 1.3 Length of service

4.4.2 Analysis by Length of service

The findings in Figure 4.2 are responses from a question that aimed at finding out the duration that the respondents had served in the Kenya police service. The experience gained comes with the length of service and is thus very important.

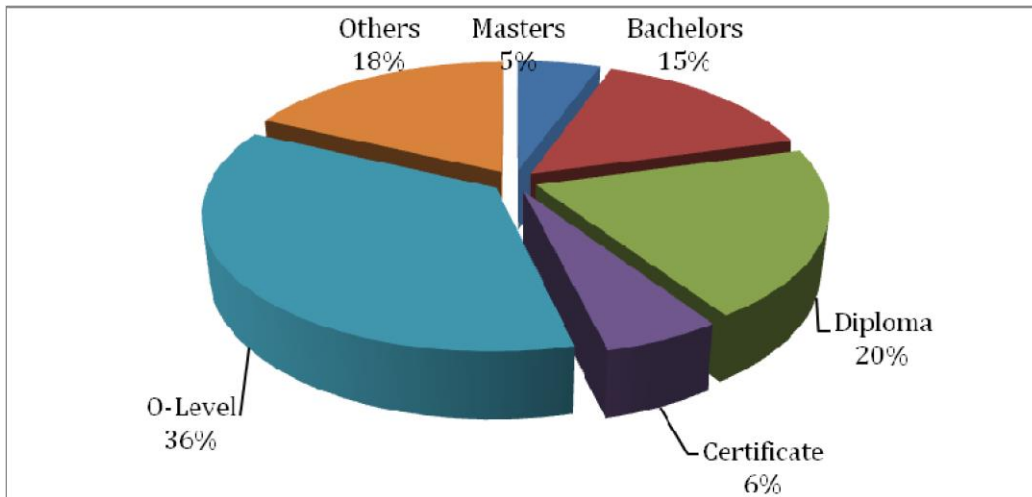


Figure 1.4 Academic qualifications

4.4.3 Analysis by Academic Qualifications

The level of education for the officers was also sought in the questionnaire. Those with Masters' degree were 5%. About 15% possessed Bachelor's degree 20% were diploma holders, 36% were "O" Level, and another 18% were classified as others. The finding that the majority of the respondents possessed below a bachelor's degree comprising of 80% is an indication that about half of the officers occupying the senior position (Administrators) have met the requirements to join the Kenya police service. However, this is in contradiction with the observations by Carter and Sapp (1990) that education is essential in handling complexities that come with policing and it makes officers to be prepared in handling matters in the street.

t These results are captured in Figure 4.3.

Table 1.6 Knowledge and skills possession

Statement	SD	D	N	A	SA	Total
	%	%	%	%	%	
Academic qualification	2.6	1.3	2.0	26.8	67.3	100

Length of service	13.0	24.0	5.8	31.2	26.0	100
Field knowledge	11.8	23.6	9.0	28.5	27.1	100
Experience	6.2	4.1	2.8	31.0	55.9	100
Human resource management	5.8	0.0	.7	15.1	78.4	100
Administrators of the law enforcement a	2.8	2.8	2.1	32.9	59.4	100
Effective leadership of the law enforcement	4.3	2.1	1.4	24.3	67.9	100
Remedial training	20.8	26.4	14.6	24.3	13.9	100
Average	8.4	10.7	4.8	26.9	49.2	100

SD= mean strongly disagree; D= means disagree; N=means neutral; A=means Agree; SA= means strongly agree

This study revealed that knowledge and skills possessed by law enforcement officers enhance their competency that translates to better performance in the workplace. Training and development programs help the officers to adopt technological advancement and provide the right skills and competencies in performing their work. Therefore, the skills and knowledge possessed by enforcement officers play a role in their enhanced performance.

The result outlined in Table 4.2 show that about 94.1% of the respondents are in agreement with the notion that enhanced knowledge and skills contribute positively to the overall quality in enforcement of the law. About 57.2% that represents majority of the respondents, agreed that the administrative direction adopted by the agency depends on the county with another majority of 55.6% agreeing that senior officers often involve the juniors in decision-making, a majority of 86.9% agreed that experience affects the quality of law enforcement in law enforcement. As shown table 4.3, 29% of respondents in this study thought that knowledge and skills in the law enforcement sector was essential. About 42% suggested that having the right knowledge promoted competency in the job, while 25% were of the opinion that it encouraged a positive attitude in regards to the work. However, 4% perceived knowledge to be crucial and has some effects on the performance of law enforcing officers. About 42% of the responses suggest that the knowledge acquired and skills possessed, provide officers with competencies necessary to perform their work. Training programs has a positive impact on the motivation of the police officers. Through training and programs that encourage development, technology is able to be adopted as the right skills and competencies are acquired. In this regard, it is asserted that the knowledge gained and the skills acquired can enhance the performance in the workplace.

Table 1.7 Training

Statement	SD	D	N	A	S A	Total
	%	%	%	%	%	
On job training are crucial	5.9	1.3	.7	33.3	58.8	100
Off job training shaped and directed	5.2	6.5	5.9	43.8	38.6	100
Orientation and Induction	5.2	2.6	7.1	38.3	46.8	100
Technical training program	2.6	3.9	5.8	40.3	47.4	100
Refresher training program	5.8	17.5	18.8	40.9	16.9	100
Field training program	15.0	34.0	20.9	22.9	7.2	100

The national police service Act	5.5	15.8	17.8	45.9	15.1	100
The Kenyan constitution	3.2	25.3	11.7	40.9	18.8	100
Average	6.1	13.3	11.1	38.2	31.3	100

SD= Refers to ‘strongly disagree’; D= Refers to ‘disagree’; N= refers to ‘neutral’; A= refers to ‘Agree’; SA= refers to ‘strongly agree’

4.4.3.1 Findings on Training

Table 4.3 presents results indicating that most respondents, about 92.1%, agreed that regulatory training in the day-to-day running of any law enforcement agency, a majority 82.4% agreed that law has always shaped and directed the law enforcement officers, a majority 87.7% were in agreement that control of law enforcement agency internally and improvement of the professional standards require instruments such as training, regular inspection, constant supervision, evaluation that is reliable and record of the performances. On average therefore 69% (Sum of 31.3% + 38.2%) training makes a positive contribution to the overall quality of law enforcement (Table 4.4).

The qualitative analysis indicated that Internal controls in the law enforcement agency and instruments for improving professional standards of the police include Training, inspection, supervision, reliable evaluation, and recording performance were just in writing, with the actual situation on the ground being opposite with some activities like training, inspection and supervision having been watered down by the contradictory constitutional reviews.

Table 1.8: promotion

Statement	S D	D	N	A	SA	Total
	%	%	%	%	%	
Quality and sufficient resource allocations	7.7	0.0	3.2	18.1	71.0	100

Financial allocations to the law enforcement agency	5.2	0.0	0.6	18.2	76.0	100
Financial allocations to the law enforcement agency	5.8	0.6	0.6	20.1	72.7	100
The law enforcement agency requires good budgeting	3.9	1.3	0.6	11.0	83.1	100
The law enforcement agency will benefit greatly	3.9	1.3	0.6	22.7	71.4	100
Promotional procedures affect the quality of law enforcement	3.9	3.9	1.3	36.4	54.5	100
Feedback from the officers	1.9	3.9	5.2	21.4	67.5	100
Opinion of the law enforcement officers to the management	14.9	16.9	13.0	33.1	22.1	100
Average	5.9	3.5	3.2	22.6	64.8	100

SD= refers to ‘strongly disagree’; D= refers to ‘disagree’; N=refers to ‘neutral’; A=refers to ‘Agree’; SA= refers to ‘strongly agree’

4.4.3.2 Findings on promotion

The majority of the respondents 89.1% agreed that promotion opportunities is integral in improving performance in a law enforcing agency. Whereas about 94.2% suggested that allocation of finances to the law enforcing agency can enhance the quality of service offered. About 90.9% were of the opinion that promotion guidelines can hamper the service being offered. Among the respondents about 93.7% supported that implementation of policies leads to promotions in the agency can be beneficial to the law enforcing agency. Also, 55.2% confirmed that existence of feedback from the officers to the management in a law enforcing agency can lead to quality performance.

About average of the respondents comprising of about 87.4%(that is the sum of 64.8% and 22.6%) were in agreement that fair promotion makes a positive contribution to the law enforcement quality that consists of safety and security in the public domain. From these ratings, it is evident that promotions play a critical role in the quality of law enforcement in Kenya (See Table 1.8).

The qualitative analysis shows that respondents agreed that in occasions when a promotion is not effected, the performance of the service is negatively affected. The results resonate with Arrowsmith, Linarelli, and Wallace (2000) observations that planning involves deciding whether there is a need for a particular good or service. These findings are also supported by conclusions by Lazear, 2000 who pointed out that, employees' promotion encompass better increment, high rank in the organization and more responsibility. The success of the organization depends on how employees are satisfied or dissatisfied with the policies responsible for promotions in the agency (Noor et al, 2015). Therefore, promotion is strongly correlated and has a direct connection to job satisfaction.

Table 1.9: Salary scheme

Statement	SD	D	N	A	SA	Total
	%	%	%	%	%	
Salary determines the quality of enforcement	3.9	1.3	19.0	49.0	26.8	100
Coordination of operational processes determines	3.9	2.0	9.8	26.8	57.5	100
Functional/Departmental units of the law enforcement	4.5	1.3	3.9	29.2	61.0	100
Communication within the law enforcement agency	9.7	24.0	23.4	32.5	10.4	100
Sound policy formulation is crucial	5.2	.6	.6	29.2	64.3	100

Policy making arrangements that exist	2.6	5.2	1.9	57.8	32.5	100
Records management affect the quality	3.9	11.7	12.3	46.1	26.0	100
Inter-agency coordination is important	6.5	3.2	0.0	31.2	59.1	100
Average	5.0	6.2	8.9	37.7	42.2	100

SD= refers to ‘strongly disagree’; D= refers to ‘disagree’; N= refers to ‘neutral’;
A=refers to ‘Agree’; SA= refers to ‘strongly agree’

4.4.3.3 Findings on salary scheme

When employees are well compensated they tend to work hard, thus, increasing the productivity of an organization. This study sought to establish how salary affects job performance in law enforcement officers. From the analysis, majority 75.8% agreed that any operation in a law enforcement agency determines the quality of service delivery, a majority 80.2% compensation processes determine the quality of service delivery in law enforcement agencies, a majority of only 42.9% agreed that good pay for the law enforcement officers will improve their performances and a majority 90.3% agreed that proper remuneration will ensure quality law enforcement. From the results, on average most of the respondents, 79.9% (Sum of 42.2% + 37.7%) agreed that good salary pay makes a great contribution to overall security that also includes security and safety in the public sector. These findings concur with the views presented by Lee et al., (2017). They pointed out that pay is a crucial factor that influenced job satisfaction. Pay is one of the parts that help the employees to achieve their basic needs(Ogbonnaya, Daniels & Nielsen, 2017).

Table 2.0: Relationship between unmotivated law enforcers and crime

Law enforcers	Very likely(5)	Likely(4)	Neither likely nor unlikely(3)	Likely(2)	Never likely(1)	Total No. of respondents
Unmotivated police being	108	41	26	9	0	184

bribed						
Unmotivated police engage in crime	78	33	41	2	0	184
Unmotivated police Risk economic Growth	90	54	36	4	0	184
Unmotivated police contribute to insecurity	166	11	7	0	0	184
Unmotivated police form violent gangs	88	37	59	0	0	184
Unmotivated police are a threat to tourism	42	30	107	5	0	184
Unmotivated police Disrupt social cohesion	26	58	63	37	0	184

4.5 Effects of unmotivated law enforcers on security

The questionnaire sought to establish the opinion of the leaders on the correlation between unmotivated police and insecurity. Interestingly, all respondents said that lack motivation among the law enforcers contributes to insecurity in the country. Among the explanation given, one respondent said that petty crime offenders were often known very well by the police officers and they take bribes from them. Another respondent alluded to the fact that other police officers were involved in criminal activities. Respondents were asked to state their attitudes with linking motivation of police officers and insecurity in Nairobi county. They were provided with a liker

on the scale on which they were to state the corresponding number against statements that relate insecurity with unmotivated police officers with 5 indicating Very likely, 4 indicating Likely, 3 indicating neither likely nor Unlikely, 2 indicating Unlikely, and 1 indicating Never. Table 4.6 has been reproduced to show the responses to each of the statements. The last column has been affixed for the purpose of summation.

Finally, all three key informants said that they believed there was a direct relationship between unmotivated and insecurity. One of the interviewees said that police take bribes from offenders to leave them to go free because of their terms of service and the poor pay they get. Another interviewee also said that some criminals whom they witness being convicted are released dubiously, indicate the whole system of police, judiciary, and prison is involved in this malpractice.

On the question of common crimes in Nairobi, the respondents mainly mentioned petty crimes including theft, stealing, mugging, drug abuse, alcoholism, and commercial sex.

The most practice that affects officers on their service delivery is the problem of profit-motivated police crime. This refers to police officers that abuse their authority or position by engaging in crime for their own benefit. (Kane & White, 2009; White & Kane, 2013). The Mollen

commission (1994) noted that greed is the primary motive behind corruption based police crime (Baer Jr & Armao, 1995). This is likely true in the traditional conceptualization of police corruption in the context of, for example, an officer accepting a bribe as a payoff to refrain from law enforcement. It is less clear, however, when an officer while either on or off-duty sells drugs, shoplifts, commits burglaries or robberies, or engage in acts of insurance fraud. Fyfe and Kane (2006) recognized this conceptual problem and in-labeling their reconceptualization as profit-motivated police misconduct (Fyfe & Kane, 2006, pp xv; Carter, 1990; Barker & Carter, 1990) also conceptualized drug-motivated police corruption as characterized by a profit-driven cycle. The profit-motivated crime committed by the police has been indicated by Stinson (2009) as the fifth type of crime that is in agreement with Ross (2001) who came up with a taxonomy of the crimes committed by police.

These findings support the main thesis of this study that unmotivated officers have been securitized by their leaders who are not concerned about the motivation of their juniors.

The purpose of asking the question whether reduced crime was due to increased motivation made it easier to make a comparison with the question that looked at whether unmotivated officers contributed to the insecurity in the society. The findings showed a slight variation in the responses. However, in the question asked earlier, all respondents affirmed the answer. In this question, only 168 out of the total number of 184 said yes. The rest of the respondents (19%) did not think that increased motivation will lead to reduced insecurity.

Table 2.1: The extent of satisfaction of constructs of motivation

Constructs of motivation	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Knowledge and Skills possession	4.1	11.5	28.4	47.3	10.8
Impact of training	10.8	20.2	16.2	40.5	12.7
Salary scheme	37.8	38	13.7	9.5	4.9
Promotion opportunities	39.2	36.5	8.1	12.6	4.7
Motivation impact	45.5	41.3	16.2	19.6	3.5
Overall reforms	22.3	25.7	13.5	23.2	6.3
Appraisal system	23	36.5	16.2	19.6	4.7

The approach employed in this study was exploratory and made use of a descriptive type of survey design. This made it easier to understand the current status providing insight and as well ideas about the study area (Susan et al., 2012). Reduction of bias and maximization of reliability is achieved by adopting a descriptive approach. The analysis of a descriptive design is based on a preplanned design (Mugenda and Mugenda, 2003). Where the area of investigation is new, an exploration is essential in learning the dilemma surrounding the sector of security (Cooper and Schinder, 2003). A combination of a stratified and simple random sampling that constituted 184 police that represented 10% of the entire population of interest was used. The study targeted 540 regular police officers in Nairobi county. A questionnaire-administered sample of 184 generated 157 positive responses. The questionnaires that were returned were subjected to checks for completeness, integrity, and plausibility hence ensuring they were valid. Reliability was checked by use of the Cronbach's alpha and the Statistical Package for Social Science was employed in the screening, coding and capturing of raw data. Computation of regression analysis was carried out in order to determine the relation between motivation and performance (table 2.1)

4.6 Limitations of the study

The literature reviewed showed that most of the government initiative were interested in knowing what was not being done rather than finding out why the police were not performing their work well and thus, this remains an area of concern (Susan et al., 2012). The study sought to establish the *why* of poor performance while the initiative was fully implemented. Moreover, global records were not enough showing the challenging facing the performance of the police service in Nairobi, Kenya. There were no records to grow the influence of motivation. It was difficult to access some officers in the service and documents to gather data because of the confidentiality and code of conduct involved.

It was not easy in sharing self-reported data because some of the information concern was classified. This resulted in a lack of availability and reliable data which limited the scope of analysis and the size of samples. Gaining access to police organizations to collect data on these issues was a problem due to restrictions in place.

There was a limitation of using agency records in that they result from a filtering process within the organization that created the record. That is to say, the department records are the version of events from the perspective of the organization.

Field observations are also limited by first, the danger of reactivity, wherein officers may alter their behavior because of the presence of the observer. Reactivity poses clear problems in the collection of observational data on police misconduct, corruption, and police crimes.

Second, Covid-19 Pandemic was a great challenge in the field during data collection. The respondents were cautious and had fear of contracting the coronavirus following the health protocols like keeping social distance and avoiding touching items that might transmit the virus.

Third, the respondents' commitment and opinion in answering questions without being honesty makes the information to lack accuracy.

Forth, there was a limitation of the target population to be reached. The law enforcement officers present to be reached who currently serving in each of the stations in the Northeastern region of Nairobi county, the total respondents were 33.33% that represented a small portion out of a total of 540 law enforcement officers serving in the region. This result might be affected and skewed.

The final focus of the study was only on four dimensions that were likely to have an influence on motivation impacts i.e. knowledge and skills possession, training, promotion, and salary scheme. The result might not cover all the influencing factors that can enhance the performance of the enforcement officers.

4.7 Chapter Summary

This chapter presented data indicating the findings from the research as well as the limitations that was faced during the study. The focus was factors such knowledge and skills possesses, promotion, training and salary scheme and how they affected the motivation of law enforcement officers. It also highlighted the limitations encountered when carrying out the research. On the limitations of research, the study had challenges on accessing classified information, Covid-19 protocols and some respondents were fearful and lacked the commitment to provide information that was accurate, also apart from financial constraints it was difficult reaching some population that were targeted for this study.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter summarizes the findings, recommendations, and conclusions of the study on the influence of motivational effects on law enforcement officers. It describes the role of knowledge and skills possession, Training, Promotion, and Salary scheme in ensuring that the country receives quality law enforcement for the benefit of the citizens. The study concludes the findings, recommendations, and conclusion on how motivation could play an influential role on the effective management of the law enforcement agency thus ensuring efficient delivery of safety and security to Kenyans. The conclusion of this chapter encompass the proposition of areas that need to be investigated further.

5.1 Summary of Findings

Employing Perry's model developed in 1990, Naff and Crum (1999) found out that there was a 23% difference between workers that were highly motivated from their counterparts in a study done on the Queensland police. According to Uronu (2011), the competitiveness, value, and profitability of an organization depends on how employees are motivated.

Regression Analysis

Table 2.2: model summary motivation/performance

Model	R	R square	Std error of the estimate
1	0.508(a)	0.258	5.170

The coefficient of determination R^2 shows how the variability observed in the dependent variable, in this case performance, can be predicted or explained by the changes in independent variable, that in this case was the motivation. In the case of linear regression relationship, the R^2 can be used to determine whether the regression line fits well with the data. The R-value of 0.508 was obtained from the regression with an $R^2 = 0.258$, that means the model is able to explain 25.8% of the variability associated with performance as a dependent variable by use of

motivation as an explanatory variable. This is a good indicator of how accurate the equation used it is as shown in Table 2.2.

$$Y = p^{20} - p^{21} X_1 + e$$

Where Y = performance;

e = uncontrolled factors/experimental errors

The tested constant in table 5.2 was found to be statistically significant that implies officers performs their duties even in absent of motivation. This is so because the service is disciplined and hence the given orders have to be followed in addition to officers' being required to account for how they spend their day. Moreover, security is a sensitive matter meaning that even when motivation is low the officers are still required to do their work.

Table 2.3: Motivational Coefficients

Model		B	Std error	t	Sig
1	(constant)	10.257	1.135	9.041	.000
	Motivation	.706	.099	7.120	.000

a Dependent Variable; **Performance**

Table 2.4: performance Coefficient

Model		Sum of sqs	Dt	Mean sqs	F	sig
1	Regression	1355.309	1	1355.309	50.695	.000(a)
	Residual	3903.281	146	26.735		
	Total	5258.590	147			

a Explanatory variable;(constant) Motivation

b Response Variable; **Performance**

Further test on the table coefficient of the resulting model suggested $p' = 0.706$ which is significantly different from 0, when the p-value is 0.0 that is less than the acceptable significance level of 0.05. As the resulting coefficient p' of the model is significant, this suggests that model has the best fit with the dataset used. The model performance = p' (motivation) holds as suggested by the test Table 2.4. This confirms that there is an appositive linear relationship between performance and motivation in the police service.

How does motivation affect the performance in law enforcement?

As per the study findings, it is clear that motivation affects the police officer's performance in a positive way. The model developed indicates that about 25.8% of the variability associated with performance can be explained by motivation as an explanatory variable. The strategies put in place to motivate the officers are perceived to enhance performance and after a while can have a positive impact on security as a whole.

5.1.1 Knowledge and skills possession

The study revealed that knowledge and skills possession for law enforcement officers have a profound effect on performance of their work. With training and programs that promote officers' development contribute to adoption of technological advancement and provide the right skills and competencies in performing their work. Thus possession of knowledge and skills for law enforcement officers enhances their job performance.

The descriptive analysis indicated that a majority (79.1%) of respondents supported the statement that knowledge and skills possession had a strong outcome of the quality of law enforcement officers found in the Northeastern of the County of Nairobi in Kenya.

From the qualitative analysis, it was established that the competence of the law enforcement officers does not meet the public expectations. This is in agreement with the previous assertion that the knowledge and skills possessed are crucial in determining the quality of the law enforcement officers. The correlation analysis gave a strong positive correlation of 75.5% between knowledge and skills possession officers and the quality performance in the area. A positive linear relationship between knowledge and skills possession and the quality of law

enforcement officers was also established from the line of best fit. The possessed knowledge and skills was statistically significant in explaining the changes observed in the quality of law enforcement officers, as indicated from the analysis of the regression model. From the multiple regression analysis, showed a positive relationship between possessed knowledge and skills with the quality of the law enforcement officers found in the Northeastern area of the County of Nairobi.

The findings therefore establish that the possessed knowledge and skills in a positive and significant way influence the quality of law enforcement officers, especially those deployed in the Northeastern area of the County of Nairobi in Kenya.

5.1.2 Training

The descriptive analysis shows that 69.6% of the respondents agreed that training influenced the quality of law enforcement officers in the Northeastern area of Nairobi. On average (19.4%) respondents were in disagreement that that training influenced the quality of law enforcement officers. A further 11% of the respondents remained neutral as to whether training influenced the quality of law enforcement officers.

From the qualitative analysis, the majority of those interviewed (91%) indicated that lack of proper training was negatively influencing the performance of law enforcement officers. In the correlation output a strong (66.3%) correlation between training and quality law enforcement officers was observed. From the indication of the line of best fit, a positive linear relationship between training and quality law enforcement officers in the area was established. The training was statistically significant in explaining the change in the quality of law enforcement officers' performance ($\beta = .133$) From multiple correlation analysis training was found to be significant with a p-value = 0.015 to the quality of law enforcement officers in the Northeastern area of Nairobi county.

5.1.3 Promotion

It was observed from the descriptive analysis that 87.4% of the respondents were in support of the assertion that promotion had an influence in the quality of the delivered performance by law enforcement officers deployed in Northeastern area of the County of Nairobi. In fact, a positive

correlation of 81.1% was observed between promotion and the quality of performance by law enforcement officers. There was a positive linear relationship between promotion and the law enforcement officers in the area with a beta value = 2.42; Promotion was statistically significant in explaining the change in the quality of law enforcement officers in the area with a p-value = 0.000. A majority of 87.4%; the respondent pointed out quality and sufficient fair promotion opportunities to law enforcement officers will enhance quality law enforcement officers.

From the qualitative questions and interview guild, the findings indicated that the law enforcement officers required promotions as a priority in all stations. The study established that other stations in Nairobi witnessed few promotion opportunities. On the same point, promotion opportunities are an urgent and critical issue to be addressed.

5.1.4 Salary scheme

The study established that; the majority (79.9%) of the respondents supported the argument that salary schemes influenced the quality of law enforcement officers' performance in Nairobi. There was a 13.5% positive correlation between the salary scheme and the quality of law enforcement officers' performance in the area; A positive linear relationship was also established between the salary scheme and the quality of law enforcement officers' performance in the area.

From the analysis, the salary scheme was statistically significant in explaining the change in the quality of law enforcement officers' performance. A majority 79.9% of the respondents pointed out that the review of salary structure will influence the quality of the law enforcement officers. The variable salary scheme which had a positive correlation contributed 41.3% of the influence in the law enforcement officers. The findings also indicated that the salary scheme was significant at 0.05 significant level in the overall model with a beta value of 0.114 and a p –value of 0. 012. Those conclusions supported the literature that was reviewed in chapter two and the motivation theory was also discussed in the same chapter.

5.2 Recommendations

The findings of the study suggest that presence of motivation in the enforcement agency can alleviate the negative assumptions made, misconception, and harsh judgement, and also the overall negative perception attributed to the performance of law enforcement officers,

specifically, the study recommends; The government of Kenya's policymakers, together with international community and interested stakeholders need to encourage measures that propel motivation within the law enforcement agency sector in Kenya. Both the literature reviewed and the findings from this study support that motivation is essential in achieving a quality performance. In this regard, law enforcement officers need to be motivated so as to carry out their duties better. This is because motivation is perceived to bring happiness among the officers, thus, encouraging them to work well. Moreover, compensation and reward has similar effect as motivation. As such, the training curriculum need to be reviewed and aligned to focus on the required practical skills. Also, the system used for appraisal needs to be reviewed so that this is accomplished on meritocracy. In addition, opportunities for promotion need to be distributed fairly and equally to all genders in the police service. Such reforms need to be accelerated to realize a much better performance. There is a need for increased house allowance of the police department to enable officers' afford to pay for a decent house. Good pay will reduce unethical behaviors like bribery and corruption among the police which affects the performance of dispensation of their duties. This is because underpaid officers may not be able to meet the obligations of their family and may seek alternatives to supplement their finances, especially in this inflation era. Demonstration of fairness in the organization can also motivate officers, but disparity favoritism, and politics that occur internally can demoralize the officers and affect how they work. Therefore, officers who deserve credit should be acknowledged in addition to rewarding them for a better performance so as to motivate them. Moreover, conflicts in the organization should be avoided for better performance. Leaders should work on eliminating unnecessary conflicts to create a good working environment. Leadership style to be adopted to improve on supervisory. As a supervisor, you should ask your crew what you can do to help increase their morale. The structure of the work should be reviewed. Change of unethical practice and culture to be restructured to restore sanity in the service.

5.3 Conclusion

The findings of this study support the conclusion that motivation is crucial in the performance of law enforcement officers, and thus with time they will be able to satisfy the needs of the Kenyan Citizens. It is also clear from the findings that it is possible to reverse the current below average performance that is being observed but the government and concerned stakeholders need to

sufficiently motivate the police. However, the officers have to be willing to make changes and acquire relevant capability. Also, the law enforcement officers need to embrace positive change as their continued poor performance can create mistrust among the citizens they serve.

The constraints posed by finances, hindered the study from tackling all challenges facing police officers when performing their duties. Though the study covered only about 25% of factors contributing to poor performance in the police sector, there are several other factors that are yet to be explored. In particular, more research need to be conducted in other Counties to determine how the performance of the police officers is affected by underlying factors. Though the focus of the study was purely on law enforcement officers (regular police service), there is need to carry out research on other organs of security such as NIS, DCI, among others.

5.4 Chapter Summary

The aspects covered in this chapter include summary of the different topics, recommendations that are based on the findings, and conclusions reached from the findings of the study. The highlighted the findings on knowledge and skills possession, training, promotions, and salary scheme on how they influence motivation on the law enforcement officers. The chapter presented the recommendations based on the study by giving the activities to be carried out to achieve meeting the recommendations and those stakeholders will be responsible for putting in place the strategies, monitoring evaluation of the implementations. The chapter also presented the objectives of the study and their findings based on the data collected, processed, and analyzed.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

The Management University of Africa | **MUA**
Sponsored by the Kenya Institute of Management

Date: 7th April 2021

TO WHOM IT MAY CONCERN

ALFAYO OKARI OBWOGI- DIP.MI/4/00032/1/19

This letter serves to introduce the above named who is a (**Diploma in Management and Leadership**) student and is interested in carrying out research on Influence on motivational effects on the law enforcement officers in Kenya. A case study of Northeastern area of Nairobi County.

Any assistance accorded to him in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Juster Nyaga
Dean, School of Management and Leadership

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APPENDIX II: QUESTIONNAIRE AND INTERVIEW GUID

My name is Alfayo Okari Obwogi, a Diploma student at The Management University of Africa (MUA). This questionnaire is aimed at collecting data for academic research purposes on “influence of motivational effects on the law enforcement officers in Nairobi Kenya”. Your selection for this study is because of your unique position in the security sector, and thus you will offer valuable input to this research. The collected information will only be for purposes of research and its confidentiality will be ensured. Therefore, your honesty and preciseness in answering the questions will be much appreciated. I extend my gratitude in advance for the time you have spared for this research and cooperation. Kindly choose the appropriate option or fill answers in the provided spaces.

SECTION I: PERSONAL INFORMATION

1. Name (Optional)_____ Region/Formation_____
2. How long have you been in the law enforcement service? _____
3. Academic qualifications [☐] PhD [☐] Masters [☐] Bachelors [☐] Diploma [☐]
Certificate [☐] O-Level [☐] Others (Specify)
4. Rank [☐] IG-S/AIG [☐] AIG-CP [☐] SSP-SP [☐] AS-SP

SECTION II: KNOWLEDGE AND SKILLS POSSESSION

1. Use the scale below that is of a Likert type to indicate how accurately the following statements describe the Administrative Structures in the Kenya police service. SA= refers to ‘Strongly Agree’, A= refers to ‘Agree’, N= refers to ‘Neither Agree nor Disagree’, D= refers to ‘disagree’,

SD=refers to ‘Strongly Disagree’

	Questions	1	2	3	4	5
1	An organization with a well a -developed chart (organogram) showing working and staffing relationships is very important for the law enforcement agency					
2	The Administrative direction adopted by the law enforcement agency heavily depends on governance at the county					
3	The senior police officers often involve junior officers in decision making, problem solving and policy making in the law enforcement agency					
4	Political interferences can affect the quality of Law enforcement.					
5	Human resource management is an essential requirement of any law enforcement agency					
6	Administrators of the law enforcement agency should be able to act on issues that affect the quality of law enforcement					
7	Effective leadership of the law enforcement agency is crucial for quality performance					
8	Promotions, transfers and placements are fairly and well distributed.					

2. How is the top leadership in the police service attained?

3.

- a) Does the process of top leadership attainment affect the quality of law enforcement?

Yes [] No []

b)

- c) If your answer to question 1 above is YES, Please explain briefly how the process of top leadership attainment affects quality of law enforcement in

Kenya?_____

- d) What are the major responsibilities of the law enforcement

Administrators?_____

4.What structures are in place for ensuring the welfare of the law enforcement

officers including housing and remuneration?_____

SECTION III: TRAINING

1. Indicate below how accurately the following statement that describe the regulatory structures in Kenya law enforcement agency is by use of the Likert scale. SA=refers to ‘Strongly Agree’, A= refers to ‘Agree’, N= refers to ‘Neither Agree nor Disagree’, D= refers to ‘disagree’, SD= refers to ‘Strongly Disagree’

	Questions	1	2	3	4	5
1	Structures of regulation are crucial in the day-to-day running of any law enforcement agency					
2	Police work in the country is shaped and directed by the law					
3	Regulatory structures serve to guide, direct and even ensure accountability in law enforcement agencies.					
4	Internal controls in the Kenya police service and instruments for improving professional standards of the police include Training, inspection, supervision, reliable evaluation and recording performance.					
5	The regulatory structures of the law enforcement do not interfere with the daily running activities of the police service.					
6	The independent police oversight Authority is effective in its oversight responsibilities					
7	The national police service act is effective in its mandate in regulation and guidance of the law enforcement					
8	The Kenyan constitution adequately supports quality law enforcement in the country.					

2. Who is involved in formulation of the regulatory structures of the Kenya police service?

3. a) Are there any other stake holders involved, at what stages of law enforcement are they involved in the process of formulation of regulatory structures? Yes []

No []

b) If the answer is Yes, name them_____

-
4. What other arms of government (If any) influence the structure of Kenya police service? _____
 5. How do the current regulatory structures influence the law enforcement agency?
-

SECTION IV: PROMOTIONS

1. Indicate how accurate the following statement that describe resource allocations in the Kenya police are by of the Likert scale
2. where: SA= refers to ‘Strongly Agree’, A= refers to ‘Agree’, N= refers to ‘Neither Agree nor Disagree’, D= refers to ‘disagree’, and SD= refers to ‘Strongly Disagree’

	Questions	1	2	3	4	5
1	Improving performance of the law enforcement depend on quality and sufficient resource allocation to the agency.					
2	Allocation of adequate finances to the law enforcement will be enough for quality law enforcement.					
3	Allocation of finances to the law enforcement agency should factor in all requirements and needs for quality law enforcement					
4	The law enforcement agency requires good budgeting and budgetary control systems					
5	Implementation of sound procurement policies will greatly benefit the law enforcement agency at all county levels					
6	The quality of law enforcement is affected by procedures of procurement.					
7	Feedback from the users of equipment and resources is well done in effective law					

	enforcement agencies.					
8	Feedback of officers in law enforcement is taken seriously by management for quality law enforcement					

1. How well is the Kenya police service equipped? Poorly [] Fairly [] Well []
Very well []
2. Do resource allocations affect the quality of law enforcement? Yes [] No []
 - a. If YES, how in your opinion does resource allocation affect the quality of law enforcement? _____
 - b. If No, explain why? _____

SECTION V: SALARY SCHEME

1. Indicate how accurate the following statement describe the participation of citizens in the Kenya police service by use of the Likert Scale, where: SA=refers to 'Strongly Agree', A= refers to 'Agree', N= refers to 'Neither Agree nor Disagree', D= refers to 'disagree', and SD= refers to 'Strongly Disagree'

	Questions	1	2	3	4	5
1	Any operation in a law enforcement agency determines the quality of service delivery.					
2	Coordination of operational processes determines the quality of service delivery in law enforcement agencies.					
3	Functional/departmental units of the law enforcement agency require operational strategies clearly showing how they align with the overall strategy.					
4	Communication within the law enforcement agency flows freely and even with the surrounding					
5	Policy formulation is crucial in any law enforcement agency					

6	Policy-making arrangements that exist in the Kenya police service affect the quality of law enforcement					
7	Records management affect the quality of law enforcement					
8	Inter-agency coordination is important in ensuring quality law enforcement					

SECTION VI: QUALITY OF LAW ENFORCEMENT

Indicate how accurate are the statements below that describe resource allocation in the Kenya police agency by use of the Likert scale, where: SA= refers to ‘Strongly Agree’, A= refers to ‘Agree’, N= refers to ‘Neither Agree nor Disagree’, D= refers to ‘disagree’, and SD= refers to ‘Strongly Disagree’

	Questions	SD	D	N	A	SA
1.	Increased public safety and security are strong indicators of law enforcement in my Region/Formation					
2.	Accountability in the Kenya police service operations in my Region/Formation is an indication of quality law enforcement					
3.	Reliable police response in my Region/Formation is a demonstration of quality law enforcement in Kenya					
4.	Improved public confidence is the Kenya police service in my Region/Formation is an indicator of Quality law enforcement in Kenya					
5.	Attaining high levels of safety and security in my Region/Formation is attributable to security governance					

2. What is your opinion on entire effect of administrative structures, Regulatory structures, Resource allocations, Operational processes, and Citizen Participation on the quality of law enforcement in Kenya, use the scale provided.

☐ 1 -25% ☐ 26-50% ☐ 51-75% ☐ 76-100%

INTERVIEW GUIDE KNOWLEDGE AND

SKILLS POSSESSION

1. How is the Kenya police service structured?

2. What structures are in place for recruitment into the law enforcement that ensure representativeness and quality personnel are recruited to the law enforcement agency?_____

3.

a) Are there structures to ensure that all officers are frequently trained to ensure that they are continuously updated with skills? Yes [] No []

b) If the answer above is YES, briefly explain what structures are there and how effective are they? _____

4.

a) Are there any structures for development and upward mobility for officers in the law enforcement agency? Yes [] No []

b) If the answer above is YES, how effective are they? _____

5.Are there any structures for transfers and deployments to specialists?

a. Yes [] No []

b. If Yes, name them _____

-
6. Political structures occasionally interfere with the law enforcement functions, in what areas do political structures in Kenya affect the police service?

-
7. In your opinion, what areas of the law enforcement Administrative structures do you think prevent quality law enforcement?
-

Knowledge and skills possession

1. What is the academic qualifications owned by officers, in your opinion, how well does officers deal with enforcement issues for effectiveness in the agency?_____
-
2. How effective are the internal regulatory structures in ensuring the improvement on the professional standards through training, inspection and supervision?
-
3. How do the current officers qualifications influence the law enforcement agency? _____
-
4. The National police service Act is the Act that guides the membership of the service including the leadership. How well in your opinion does the Act ensure that there is efficiency in the agency?
-
-

5. There are internal mechanisms in the law enforcement agency for regulation, how well are they managed to ensure their effectiveness?

6. How well in your opinion is the Kenyan constitution useful in ensuring the effectiveness of the law enforcement agency?

7. What areas in the current qualifications for officers do you think would be improved for quality law enforcement?

Training

1. What structures are there for training to the law enforcement agency?

2. How are agency resources allocated to different activities?

3. How is the law enforcement agency budget done in ensuring that it conforms to the needs of the service?

4. Who in the law enforcement agency ensures that the drawn budget has been achieved? _____

5. If the budget falls short of the expected, what happens? _____

6. What mechanisms are in place to ensure accountability for the available resources? _____

7. In your opinion what can be done in ensuring sufficient resource allocation to the agency? _____

8. What feedback mechanisms are there from the users of any equipment or tools procured for the law enforcement agency? _____

Promotions

1. What promotion procedures are there in the law enforcement agency? _____

2. In the particular station/post you are currently serving, what PROMOTION procedures are in place when there are inter-agency Promotions? _____

-
3. In the event of promotions, what processes are there to ensure that the same is distributed to all concerned officers?

4. What situations could cause overlaps during promotions?_____

5. When there are overlaps, during promotions, how are they dealt with?

6. How are records managed in the law enforcement agency?

Salary scheme

1. In your opinion what is the best salary for officers involved in law enforcement?

2. What law enforcement activities would fail without good salary scheme?

3. What feedback mechanisms used to know the satisfaction law enforcement officers salary?

4. How is the remuneration carried out in the law enforcement agency?

5. What mechanisms are in place for ensuring proper remuneration for officers?

6. Why is it necessary to increase the salary of law enforcement officers?

7. In your opinion, what areas of salary structures hinder quality law enforcement in Kenya ?

THANKYOU FOR YOUR PARTICIPATION AND CO-OPERATION

A Reliability Analysis

a).Knowledge and skills possession

Scale statistics

Mean	Variance	Std. Deviation	N of Items
158.40	470.750	21.697	40

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.768	8

Item statistics

	Mean	Std. Deviation	N
Organizational chart is important	4.40	1.155	25
Administrative direction depends on governance	3.56	1.356	25
Senior officers often involve juniors	3.08	1.222	25

Political interferences can affect the quality of Law enforcement.	4.52	1.046	25
H r m is an essential requirement	4.48	1.159	25
Administrators of the agency should be able to act	4.28	1.308	25
Effective leadership is crucial	4.40	1.258	25
Promotions, transfers and placements are fairly and well distributed	2.52	1.194	25

Item total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's if Alpha Item Deleted
Organizational chart is important	26.84	24.890	.851	.675
Administrative direction depends on motivation	27.68	29.893	.289	.777
Senior officers often involve juniors	28.16	32.390	.154	.795
Political interferences can affect the quality of Law enforcement.	26.72	27.293	.699	.708

H r m is an essential requirement	26.76	24.857	.850	.675
Administrators of the agency should be able to act	26.96	25.040	.709	.695
Effective leadership is crucial	26.84	25.807	.675	.704
Promotions, transfers and placements are fairly and well distributed	28.72	37.793	-.218	.846

b).Training

Scale statistics

Mean	Variance	Std. Deviation	N of Items
31.24	36.023	6.002	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.697	8

Item statistics

	Mean	Std. Deviation	N
Training is crucial	4.44	1.003	25
Law has always shaped and directed officers	3.76	1.451	25
Training serve to guide, direct	4.04	1.098	25
Internal controls and instruments	4.12	1.236	25
regulatory structures do not interfere	2.96	1.274	25
IPOA is effective	2.80	1.291	25
NPA is effective	3.28	1.242	25
Constitution is adequate	3.40	1.472	25

Item-Total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted
Training structures are crucial	24.36	25.407	.643	.623

Law has always shaped and Directed officers	25.04	22.123	.636	.600
Training structures serve to guide, direct	24.76	27.273	.387	.669
Internal controls and instruments	24.68	23.643	.645	.608
Training structures do not interfere	25.84	27.807	.259	.696
IPOA is effective	26.00	33.250	-.134	.774
NPA is effective	25.52	26.343	.394	.666
Constitution is adequate	25.40	24.500	.429	.658

c. Reliability-Promotions

Scale statistics

Mean	Variance	Std. Deviation	N of Items
28.80	32.917	5.737	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
.857	8

Item statistics

Statement	Mean	Std. Deviation	N
Quality and sufficient resource allocations	4.20	1.155	25
Financial allocations to the agency	4.28	1.339	25
Financial allocations to the agency should factor in all requirements and needs	4.24	1.300	25
agency requires good budgeting and budgetary control	4.36	1.319	25
agency will benefit greatly from sound procurement policies	4.28	1.137	25
Procurement procedures affect quality	4.12	1.201	25
Feedback from the users of equipment	3.28	1.173	25
Feedback from officers to the management	3.20	1.384	25

Item-Total statistics

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's if Alpha Item Deleted
Quality and sufficient resource allocations	27.76	38.690	.715	.827
Financial allocations to the agency	27.68	34.643	.879	.803
Financial allocations to the agency should factor in all requirements and needs	27.72	36.543	.767	.819
agency requires good budgeting and budgetary control	27.60	37.833	.660	.832
agency will benefit greatly from sound procurement policies	27.68	37.977	.786	.820
Procurement procedures affect quality	27.84	41.057	.506	.850
Feedback from the users of equipment	28.68	44.310	.295	.872
Feedback from officers to the management	28.76	43.273	.280	.879

d. Reliability-Salary scheme**Scale statistics**

Mean	Variance	Std. Deviation	N of Items
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31.96	50.290	7.092	8
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Case processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.885	8

Item statistics

Statement	Mean	Std. Deviation	N
Any operation in a law enforcement agency determines	4.04	.978	25
Coordination of operational processes	4.20	1.258	25
Units of the law enforcement agency require operational strategies	4.24	1.165	25
Communication within the law enforcement agency flows freely	3.12	1.130	25
Policy formulation is crucial	4.36	1.150	25
Policy-making arrangements that exist	3.92	1.222	25
Records management affect	4.24	1.091	25
Inter-agency coordination is important	4.40	1.155	25

Item-Total statistics

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Any operation in a law enforcement agency determines	28.48	38.343	.595	.876
Coordination of operational processes	28.32	32.143	.896	.843
units of the law enforcement agency require operational strategies	28.28	33.793	.839	.851

Communication within the law	29.40	47.667	-.156	.941
Policy formulation is crucial		33.723	.858	.849
Policy-making arrangements that exist		33.500	.814	.853
Records management		36.960	.630	.872
Inter-agency coordination is important		33.443	.879	.846

Appendix III: Time schedule

ACTIVITIES	JANUARY	FEBRUARY-APRIL	MAY- AUGUST	SEPTEMBER
Identification of the research topic				
Carrying out literature review				
Compilation of research project				
Presentation of the research project to the supervisor				

APPENDIX IV: RESEARCH BUDGET

ITEMS	REQUIRED	COST PER UNIT	AMOUNT(KSHS)
Proposal writing & Printing	110	30	3300
Acquisition of Research permit	1	2000	2000
Questionnaires with 5 pages each	300	50	15000
Printing 3 copies of draft	90	10	770
TOTAL			21200

APPENDIX V: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. ALFAYO OKARI OBWOGI
of THE MANAGEMENT UNIVERSITY
OF AFRICA, 00100-30129, Nairobi,
has been permitted to conduct
research in Nairobi County.

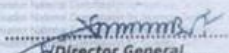
on the topic: **INFLUENCE OF
MOTIVATION ON PERFORMANCE OF
LAW ENFORCEMENT IN KENYA**

for the period ending:
15th September, 2021


Applicant's
Signature

Permit No :NACOSTI/P/2039687/10675
Date of Issue: 21st September, 2020
Fee Received : Ksh 2000




Director General
National Commission for Science,
Technology & Innovation