

**PERCEIVED FACTORS INFLUENCING REGULAR POLICE
OFFICERS' DEPLOYMENT WITHIN NAIROBI CITY COUNTY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
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DECLARATION

STUDENT

I, the undersigned, declare that this research project is my original work and has not been presented for an award of a degree in any institution of higher learning.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my family, for your patience and understanding while I was not available when you needed me most.

ACKNOWLEDGEMENT

First and foremost, I thank God for His guidance, protection and strength throughout the study period. I also appreciate my supervisor Mr. George Omondi. My special thanks to you. Your work, advice, corrections in the document, and guidance, has enabled me come this far with this project. Thank you for your confidence in me. Lecturers for the various units are thanked for the instilling of the knowledge and skills that have made me undertake the MBA program to completion. Your hours and sessions have put great strides in my work and job performance.

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ABBREVIATIONS AND ACROYNMS

| | |
|------------|--------------------------|
| PC..... | Police Constable |
| CPL..... | Corporal |
| SGT..... | Sergeant |
| S/SGT..... | Senior Sergeant |
| IP..... | Inspector |
| C.I..... | Chief Inspector |
| ASP..... | Assistant Superintendent |
| SP..... | Superintendent |
| SSP..... | Senior Superintendent |

ABSTRACT

Deployment is the allocation of duties to staff and job placement. The deployment of employees must meet operational need and manage organizational risk. Compulsory transfer (temporary or permanent) required as a result of disciplinary investigation or action, performance management or restructuring. The aim of the current study was to establish the factors perceived to influence the deployment of regular police officers in Nairobi City County. The study was carried out through a descriptive survey design and the population of interest comprised 38,921 regular police officers serving within Nairobi City County (Personnel department records at the police headquarters, Vigilance House, July, 2015). However, a sample of 392 officers was used from whom data was collected using a semi-structured questionnaire, that was administered on a drop and pick basis. The data collected was summarized, coded and tabulated while descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Findings were presented using pie charts, bar charts and graphs, percentages and frequency tables. The study found out that individual's career stage influenced the deployment of regular police officers in Nairobi City County to a moderate extent; job favorability influenced the deployment of the regular police officers to a great extent; family characteristics influenced the deployment of regular police officers to a great extent, and that job tenure and specialization influenced the deployment of regular police officers to a moderate extent while career development opportunities influenced the deployment of regular police officers in Nairobi City County to a moderate extent. The study concluded that the police could make decisions about their work without first checking with their immediate supervisor and they were involved in decisions that affected their work by giving views on where they wished to be placed and family characteristics were considered during job placements as well as the years of service, job environment and gender parity. Senior officers had set a long-term direction for personnel placement and education level of the police influenced their transfers and the recognition for the work done by the officers determined placement while the type of duty allocated to the officers affected next possible transfer and deployment. The study recommended that the Police Service Commission should introduce a reward scheme to recognize outstanding performance by police officers other than through promotions. The study recommended that a policy to guide transfers and terms of service be developed to address persistent complaints related to the issues. The process of deployment should be strengthened through amendments in a transparent and consultative process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

An employees' move from one job to the next normally with no grade nor salary affected is referred to as a transfer. Employees seek transfers for many reasons, including personal enrichment, more interesting jobs, greater convenience to jobs offering greater advancement possibilities. Employers may transfer a worker to vacate a position where he or she is needed, or more generally to find a better fit for the employee within the firm. A Transfer offers an employee job mobility for another assignment, as well as, personal growth and development. Majority of companies have put in place policies aiming at transferring employees from one locale to another, with the objective of exposing them to job rotation or in filling open positions (Dessler 2003).

Employee deployment is influenced by several factors, some of which are personality, and personality traits. These are assumed to matter at work, though assumptions are dangerous; personality affects performance, depending on which characteristics and their extent (Kinicki, 2012). The degree of staff to be expected at different levels of size is even more useful when the various types of staff can be identified. The manager can then determine the approximate number of staff persons to be employed in different kinds of staff units (Filley 1969). A large majority of married male officers have acknowledged that their occupation and its routines affect their home lives negatively, while a smaller number express difficulties involved in spending enough time with their children (Palmiotto 2011).

Police service encompasses a range of responsibilities. The incumbent officers are charged with the responsibility of preventing crime, as well as, protecting life and property, enforcing the law, maintain public order and peace, and also offering a variety of services to a nation's citizenry. A common tendency uniting the various activities, however, is the likelihood for violence and the need and right to employ coercive means in order to institute social control. Roles that are critical are the ones that must be filled so as to avoid organizational risk. These critical roles tend to change depending on the objectives, structure and the Constabularies' skill mix. The identification of vital tasks will be evaluated by the Joint Staffing Levels Meeting when vacancies or any issues arise. A post is referred to as critical if the vacancy's effect on the Constabularies are: failure to accomplish a legal obligation, or duty of care; and/or failure to obey the guidelines of the Association of Chief Police Officers; and/or reduced capability to make a successful operational response; and employee are put at direct risk; and/or citizens are put at direct risk. If possible, the selection to critical tasks ought to

take place 3-6 months prior the date of deployment to facilitate training and handover (Aboagye 2010).

1.1.1 Concept of Perception

Perception is the process of selecting, organizing, and interpreting environmental information. No two people ever perceive anything exactly the same way. One factor that determines how you select, organize, and interpret information is your own internal environment, including your personality, self-esteem, attitudes, intelligence, needs, and values. The information available from the external environment also influences perception. The more accurate the information that is perceived the more closely the perception may be to reality (Lussier 2009). Hodgetts (2008) on the other hand, observes that perception is a person's view of reality and is affected by, among other things, the individual's values.

Davis (1967) sees perception as our sensory experience of the world around us and involves both the recognition of environmental stimuli and actions in response to these stimuli. Perception not only creates our experience of the world around us; it allows us to act within our environment. Perception doesn't just involve becoming consciously aware of the stimuli. It is also necessary for our brain to categorize and interpret what it is we are sensing. Our ability to interpret and give meaning to the object is known as recognition. By placing objects in meaningful categories, we are able to understand and react to the world around us. Man perceives his experiences in an organized framework or structure. The framework is not in the physical stimulus, but in the observer. Two people may have different perceptions of the same set of facts. Each perceives the facts in terms of his problems, his interests, and his background. It is not possible to have an understanding of perception without taking into account its sensory basis. We are not able to attend to everything in our environment; our sensory systems have limits. The physical limits therefore insist that we are selective in our attention and perception (Mullins 2010).

Perception also involves action in response to the environmental stimulus. This could involve a variety of actions, such as turning your head for a closer look or turning away to look at something else. Perception is not simply matter of seeing what is in the world around us. A variety of factors can influence how we take in information and how we interpret it, and perceptual sets are just one of these many factors. The information of, expertise in, or expectation circumstances or earlier experiences will manipulate perception. But organizational behavior's principal focus is on people, hence the emphasis on social perception rather than object perception. Social perception involves "social information

processing". Research thus suggests that our perceptions may characteristically be distorted by emotions we are experiencing or traits that we possess. For example, an administrative manager frightened by rumored organizational changes might not only judge others to be more frightened than they, but also assess various policy decisions as more frightening than they are (Filley 1969). Mullins (2010) observes that a manager's opinion of the labor force influences attitudes in handling people, as well as, the managerial behavior. The mannerism in which managers approach the productivity of their tasks and the behavior they present towards subordinate employees are likely to be influenced by predispositions concerning the people, the nature of human and work.

1.1.2 Concept of Deployment

Deployment is the allocation of duties to staff and job placement. The employee's deployment ought to meet operational need and deal with organizational risk. Enforced transfer (permanent or temporary) necessitated through disciplinary action or investigation, restructuring or performance management. Having knowledge of the dissimilarity between the different types of events, as well as, the staffing implication is key in determining authentic deployment needs. Planners of deployment ought to account for simultaneous sustainment tasks in their general plans. Activities in the phase of planning might capture the fundamental obligations for the movement of sustainment however planners will have to conclude plans for sustainment movement as a part of their pre-deployment undertakings. Carrying out this planning in a joint environment permits the employer to grow and maintain visibility on all acknowledged strategic movement obligations, allowing responsive support through the deliberated mobility triad (Barrows 2012)

The persons at deployment rank and above ought to have the competency of effectively conducting the deployment activities; i.e. to plan, implement, and screen the deployment, in order to have the right individual for the right job. Because the timelines for deployment may be limited, deployment planners ought to objectively plan for the significant tasks that a deploying entity must employ to facilitate an apt deployment. These undertakings will vary depending on the unit location or the mode/ node of deployment, however, a key deployment enabler in all categories is the consultation of deployment support institutions. These institutions perform a significant role in synchronizing and activating support operations for the deploying units (Scaparrotti 2013). These support tasks differ but may comprise the medical and personnel support amenities, supplies and maintenance activities, as well as, decisive deployment nodes to encompass airfields, seaports and railheads. Deployment

requires that a vision, mission, values, policies, and strategies be reflected in short-term goals and projects. These are day-to-day, month-to-month activities that align corporate, operational and strategic objectives, and employee motivation with breakthrough improvement, re-engineering, and design initiatives (Johnston 2004).

1.1.3 Factors That Influence Deployment of Staff

Deployment of staff is influenced by a number of factors, some of which are experience; age; family status; health; education; skills and competences; disciplinary grounds; career progression. Gould and Penley (1985) argue that 2 classes of variables would influence the eagerness to relocate: variables that are time based, for example the job tenure, and the period spent in the community, and situational variables, for example, a spouse's employment position, wages, and the level of job involvement. Workers in their early career path with no or slight community tenure perceive a lack of similarity between their present employment and their "ultimate" jobs and who articulate little aspiration in remaining in their present jobs are more keen to acknowledge mobility opportunities.

Deployment and mobility of state employees is dependent on career stage, family characteristics, job tenure and specialization, and perceptions of job favorability, movement, and career development opportunities on willingness to accept upward, lateral, and downward mobility opportunities. Hakett (1996) argues that the management typeset style influences deployment, where the autocratic approach requires complete obedience on the part of the subordinates and affords little opportunity for them to put forward their ideas. In mechanistic organisations, the organisation climate, where the set procedures and channels of communication for every activity are clearly defined and identified, influence deployment.

Deployment is also determined by the developing of a corresponding tracking system that is appropriate to the operations, where those who meet the laid down procedures and criterion are deployed for such assignments. Description of job duties or job profile will also determine deployment. Based steadfastly on the fairness foundation, an organization endeavors to constantly advance its human resource system in light of change in the societal settings. Within that structure, the current fundamental human resources policy amalgamates a role-based method that ranks employees on the basis of the extent of their roles with a performance-based structure to evaluation and compensation based mostly on outcomes of job productivity within their roles (Kinicki 2012).

1.1.4 Regular Police

The Kenya Police Service has a number of units and each unit does their own assignments a part of each other. The work done by the service is guided by The Kenya Police Standing Orders, and the Kenya Police Manual (1974). Some of these are General Service Unit, Directorate of Criminal Investigations, Anti-Terrorism Police Unit, Kenya Airports Police Unit, Air Wing, Police Dog Unit, the Kenya Police College, Railways Police, Traffic department, Diplomatic Police Unit, Tourist Police Unit, and Maritime Police. Each section or unit do their work depending on the function or the kind of establishment. The setup of each station also determines the kind of crimes to be dealt with. Stations in prime areas have crime statistics that are different from police stations in slums or rural-urban areas. The Regular Police are the major part of the police endowed with law enforcement (Kenya Police Force Standing Orders Revised 2014).

The functions of the Kenya Police Service are: to provide assistance to the citizenry when needed, to maintain law and order, to preserve peace, to protect life and property, to investigate crime, to gather criminal intelligence, to prevent and detect crime, to apprehend offenders, to enforce the law and regulations charged with as well as, to perform any other duty that might be prescribed by the Inspector-General under the police Act including any other written law enacted from time to time. The National Police Service has a total of about 45,000 Kenya Police Service officers, and 40,000 Administration Police Service officers. After the initial training of the recruits, they are then deployed to the field to do the service. The Kenya Police Service' officers do the law enforcement through beats and patrols. The officers are based in stations, patrol bases, and police posts. All incidences within the jurisdiction of the station, or post or base, are attended to by the officers (The Kenya Police Manual 1974).

1.2 Research Problem

Employees are deployed in their work-life, so that they offer service to the clientele. Deployment of staff enables realignment of human resources to new work assignments or job responsibilities to meet changing business needs or to provide opportunities to gain skills and experience. The person who does deployment will object to match police servicemen to duties that maximally utilize their abilities, knowledge, skills, subject to operational obligations, of considering individual preferences. Deployment may take the form of work assignments within the current job, lateral transfers, relocation, or temporary assignments (Aboagye, 2010).

The Regular Police officers are organized and structured into commands and ranks. The ranks comprise gazetted officers, inspectorate, and other ranks. The Inspector General, in the bracket of gazetted officers, has the role and function of deploying police officers. The officers are to acquaint themselves with all Acts, Rules, Regulations and instructions affecting their duties; gain the confidence of their subordinates; ensure that good relations with the public is maintained at all times. It is the duty of all inspectors and subordinate ranks to promptly and willingly obey all lawful orders given by their superior officers and diligently perform any duty for which they may be detailed (Kenya Police Service Standing Orders Revised 2014).

Many studies have been done as regards employee deployment; The Vancouver Police Department completed the long-range Staffing Report in October 2004. The recommendation adduced by the study was that the district teams be disbanded and the officers currently staffing these adjunct units return to regular patrol duties (Demers 2007).

The employee Perception regarding the Deployment and efficiency of the Practices of management in 8 State Revenue Agencies was a study done in North Carolina. The aim of this investigation was to establish whether the execution of some management practices have influences on state agencies. The conclusion from this study revealed that top managers commonly had much more constructive opinions regarding the extent of deploying management tools, and about the finds, than did subordinate employees (Frazier 2004).

Evaluating the deployment risk and resiliency indicators and the adjustment outcomes of police servicemen serving in operation Iraqi freedom, and operation enduring freedom, is a study that was done by Virginia Commonwealth University to assess specific deployment risk and resiliency indicators that predict the overall adjustment of police servicemen returning from military duties. The aim of the exploratory research was to assess risk and resiliency elements from the deployment risk and resiliency record in the predicting post-deployment adjustment findings among police servicemen who served in the operation enduring freedom operation Iraqi freedom as a part of the nationwide Guard/Reserve (Barrows 2012). Bottlenecks to deployment! Police capacity building and deployment in Africa is a study done by the Nigeria Police service. The study focused on articulation of the practical imperatives of the demand for African capacities in the United Nations peacekeeping missions. The findings and results of the study underscore the need for efforts towards impact assessment of the outcomes and outputs of police training (Aboagye 2010).

Perceived effects of terms and conditions of service on job satisfaction among in-flight crew in Kenya Airways is a study that was done to find out if terms and conditions of service have

effect on employees' satisfaction. The findings and conclusion were that it is true terms and conditions of service have effect on job satisfaction (Ayuya 2013). Another study on perceptions of co-operative insurance group managers towards strategies, alliances and competitive advantage, was done to determine the perceptions of co-operative insurance group managers towards strategic alliances and competitive advantage. The findings and possible conclusion were that the co-operative insurance group enjoyed various competitive advantages from the strategic alliances they engaged in (Otieno 2012).

The above studies have touched deployment of police officers, but the perception of the officers as regards their deployment has not been studied, thus the knowledge gap.

1.3 Research Objective

To establish the factors perceived to influence the deployment of regular police officers in Kenya.

1.4 Value of the Study

To researchers, they would get ground onto which to carry out other researches on the effects of stress as a result of deployment of the officers. To administrators, this study would be perused by the heads of personnel in the Kenya Police Service, and given to the Deputy Inspector General, Kenya Police Service, and the Inspector General of police for necessary administrative attention and action.

To policy makers, the research would be used to help in the formulation and review of policies that touch and involve police deployment. This study would also help or act as a guide to the policy makers, to have or give a macro-approach to issues police, identifying and choosing solutions that lead to a desired end result.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains the theoretical foundation, employee deployment, and factors that influence the deployment of employees.

2.2 Theoretical Foundation of the Study

The bureaucratization of the police's daily activities and the fact that, despite advances in technology, some day-to-day police work has become more complex has clearly absorbed additional resources as routine activity (for example in preparing files for court following arrests) has become more time-consuming. The demand that is the primary duty of the police and also the most resource-intensive detecting and investigating crime is hugely variable across the country, and in those urban areas where most crime occurs, the concentration of police officers in those force areas is well above the national average rate, suggesting more than adequate levels of policing to meet demand (Natale 2010).

According to Marx, in the social production of their existence, men inevitably enter into definite relations, which are independent of their will. The totality of these relations of production constitutes the economic structure of society, the real foundation, on which arises a legal and political superstructure and to which correspond definite forms of social consciousness. Marx argued strongly that the economic structure of the society decide the nature of the superstructure which encompasses the cultural, legal, political and religious relations and societal institutions (Demers 2007).

2.2.1 Attribution Theory

If only the world of work was always of the logical rational kind! It seems that part of the process of perceiving other person is to attribute characteristics to them. We judge their behavior and their intentions on past knowledge and in comparison with other people we know. It is our way of making sense of their behavior. Employees who have internal control orientation are most likely to think that they can manipulate their performance level through their abilities, effort and skills. On the other hand, those employees possessing external control orientation are inclined to believe that their performance level is determined by external elements beyond their power. Persons possessing high achievement motivation might opionate that successful performance is a result of their internal forces, as well as, their ability and effort as opposed to the nature of their task or luck. When employees fail to increase productivity they may blame external factors as the cause hence, may decrease

future efforts. Nonetheless, if employees increase productivity but manager level accredits it to easy tasks or luck, then a suitable reward or recognition may fail to be administered. Conversely, If the employee perceives that increased performance is accredited to personal ability and effort, the lack of reward and recognition may well cause demonization (Mullins 2010).

A research study done by Beynon (1972) on the way in which workers of Gourmets factory in New York relate and adapt to their work situation, shows that few things exert a greater influence upon people's lives than the work they do. Working conditions, good pay, security and friendly workmates were the most important features of a job for the full-time women; convenient working hours featured as of highest priority on the full time women. A worker's expectations differ from what his present job is providing. It is to be expected that any discrepancy between the workers' expectations and their actual rewards would result in strain and discontent. Maxwell (1993) affirms the saying, change the leader, change the organization. Everything rises and falls on leadership. It is not easy to change leaders; leaders resist change as much as followers do. The result is unchanged leaders equals unchanged organizations. People do what people see.

2.2.2 Human Capital Theory

The one essential ingredient of any successful manager is the ability to handle people effectively. It is prudent for top management to acquire a exceedingly developed sense of people view and recognize the workforce/employee feelings, as well as, their needs and expectations. People are the ones being managed and therefore ought to be considered in human terms. Any genuine consideration for employees/people, as well as, their welfare goes a long way in motivating them to increase productivity. Therefore, a well though people investment policy in interpersonal relationship management approach is eventually worth the effort (Mullins 2010).

The significance of a leader's analytical ability cannot be exaggerated. Edgar H. Schein opinionates well when he argues that a competent manager ought to be a good investigator /diagnostician and must embrace the inquiry spirit. When the abilities and motives of his/her subordinates are so variable, he/she must possess the diagnostic and sensitivity ability to sense and appreciate this diversity. In other words, competent managers ought to be able to recognize clues in their environment. However, even in the presence of good diagnostic skills, leaders may still fail to be competent unless they adjust to their leadership approach to meet their environmental demands. He/she ought to possess personal flexibility and other various

skills essential in varying his/her own behavior. If the motives and needs of his subordinates differ, they must be treated so (Hersey 1982).

2.2.3 Equity Theory of Motivation

Higher up in the primate line, the equity theory of motivation claims that individuals are robustly motivated to uphold a balance between their perceived inputs or contributions, and their rewards. This Equity theory argue that if an individual perceives discrimination, a tension, a drive will develop in the individual's mind, and this employee will be well motivated to reduce/eliminate tension or perceived inequity. The compensation team compares jobs using compensable factors such as effort and responsibility. This allows them to compare jobs to another and to assign internally equitable pay rates for each job. Different organisations define "competencies" in somewhat different ways. Competencies, synonymously used with the knowledge, or skills, or abilities required to do the job. Competencies can also be expressed in terms of behaviors, for example design a Web site. Thus, competencies can be simply defined as demonstrable behaviors, knowledge and skills, behaviors that improve performance (Dessler 2008).

2.3 Employee Deployment

Davis (1967) argues that an institution is like a tune; it is not constituted by individual sounds but by the relations between them. Arora (2007) argues that the organization should fix its goal as to when to reach in terms of employee involvement. The involvement is necessary because that represents partnership – employee ownership – mental state – and emotional pride. We must clear it in mind that people must be treated with respect and consideration. Management must show interest in employees' opinions and conversation. Different climates produce different consequences in the four areas of how much total energy people have available to them; how the human energy is distributed or used; the extent to which people get pleasure and enjoyment from time spent in the organization; how much people grow and develop within the system. It is the mix of consequences which makes the climate feel desirable or undesirable for a particular person. In organizations, the kinds of work groups and types of individuals differ from organization to organization as a consequence of each system's internal climate. Many managers have theories or assumptions about fear as a useful motivator of behavior.

Steele (1976) observes the notion of an orientation to work is important for an understanding of the operation of a labor market and the study of occupational choice. Workers will tend, as

far as possible, to select employment in keeping with their priorities in what they want from work. This would bring together workers with similar expectations into similar work situations, which are limited by lack of information about different jobs, and lack of opportunity. Nzuve (1992) argues that the aims and functions of the human resources department in many organisations have been widened in scope. Like any other department in an organisation, employee positions should not just be created unless they will contribute to the accomplishment of an organisation's goals. This means personnel activities must be evaluated to determine whether or not they are making any positive contribution because all management functions must help the organisation achieve its objectives.

2.4 Factors Influencing Employee Deployment

There are several factors that are purported to fundamentally affect employee willingness to agree to a lateral transfer, downward transfer or supervisory position: career stage; evaluation of the job's favorability; family characteristics; the tenure of the job and specialization; mobility opportunities, as well as, career development opportunities (Noe 1987).

2.4.1 The Individual's Career Stage

A person's career stage has been revealed to impact job attitudes, the behavior of career exploration, and involvement in development activities (Slocum 1985). Lifelong periods, utilizing some specific age differences, age in managerial career and amount of experience in the profession affect the employee's willingness to move. At the early career stage, the trial stage (25-30 years), the fundamental aspect is discovering information concerning jobs and occupations. A person is preoccupied with acquiring knowledge for example on how to fit into the organization's culture i.e. manager's expectations and norms. the options of mobility within the organization may be minimal in cases where the organization lacked sufficient time to appraise the employees potential and socialization. Employees within the advancement stage i.e. 31-44 years are anxious to establish themselves in their jobs as well as, demonstrating competence so as to advance within the organizational ranks. Due to this growth desires, there is increased motivation to learn, as well as, any other additional challenge and responsibility at the workplace. Within the advancement stage, lateral movement and promotions are perceived as success indicators (Schein 1978). Conversely, Family including community participation may hinder the willingness of employees on this career stage to agree to mobility opportunities, in particular if relocation is needed.

2.4.2 Job Favorability

Job favorability encompasses job satisfaction and also the level to which employee views the present work environment as facilitating the desired skills development opportunities, autonomy, feelings of achievements, and challenges. Job dissatisfaction is purported to be closely linked to withdrawal of behaviors for instant, absenteeism, as well as, reduced commitment to the organization. The stronger an employee is dissatisfied with his/her job, then the more eager that worker may be to shift to a new position (Muchinsky 1977). Dawis' (1968) theory of work adjustment opines that the aspirations of an employee's mobility might be discrepancy-based. i.e., the apparent correspondence between the work environment and the employee needs can affect the employees' willingness to embrace mobility opportunities within the organizational structure.

2.4.3 Family Characteristics

Family characteristics the length of period that an employee has lived in a given community greatly impacts the willingness of that employee to accept mobility opportunities, particularly where relocation is required. The longer the period lived in a community, the greater the bonding with the community and advanced networking of interpersonal relationships. Studies by Gould and Penley (1985) posited that length of residence in a community negatively impact employee's willingness to relocate. A spouse's work status also impacts the willingness to embrace mobility opportunities especially those involving relocation. Maynard and Zawacki (1979) argued that families with both spouses on active employment are less willing to embrace mobility opportunities involving relocation due to the possibility of one spouse losing a job.

2.4.4 Job Tenure and Specialization

A career's skill demands, and the degree to which workers have invested efforts in developing distinctive, specialized skills may impact their willingness to embrace mobility opportunities. Vardi and Hammer (1977) revealed that both the rate and direction of intra organizational mobility and the employee's view of mobility necessities, varied by the career technology. Employees that devoted considerable time and/or effort to acquire specialized skills are inclined to be less willing to lateral mobility due to human capital concerns.

The workers view regarding availability of mobility opportunities and personal appraisal of promotion competency: the workers that are knowledgeable on opportunities for upward or lateral mobility in the organization may be inclined to embrace mobility opportunities.

Sugalski and Greenhaus (1986) discovered that managers who possessed a mobility focused career goal indulged in broader career exploration. Also, the level to which workers get involved in career planning has been shown to be related to the likelihood of participation in self-development activities, salary level, and advancement.

2.4.5 Career Development Opportunities

The level at which the worker's job offers opportunities to develop skills and knowledge through task achievement or enrolment in formal training programs; Landau (1986) suggests that if the worker's job lacked independence, opportunities to learn and deal with others, then the workers would have lesser visibility to decision makers of promotion. Workers may be inclined to embrace horizontal, lateral, and/or downward mobility within the organisation if personal growth, either through openings to enroll in knowledge/skill-based training programs or exposure to "enriched" careers, isn't inbuilt in their present jobs.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covered the research design, the target population, the sample design, data collection methods and the method of data analysis.

3.2 Research Design

This was a descriptive survey design. The design was appropriate for this study because the population is large and the study covered all regular police officers in Kenya.

3.3 Population

The population of interest comprised 38,921 regular police officers serving within Nairobi City County (Personnel department records at the police headquarters, Vigilance House, July, 2015).

3.4 Sample Design

With a 1.98 confidence, desired accuracy at the 0.05 level and a 0.50 characteristic, the sample design for the study was 392 officers.

$$n = \frac{(1.98)^2 (0.50) (0.50)}{(0.05)^2} \\ = 392 \text{ (Saunders, 2007).}$$

The respondents were sampled on probability sampling. The element selection basis was on unrestricted basis. The questionnaires were dropped and officers did fill, and the sample size of 392 was attained (Kothari, 2004). The number of officers reached is represented in table 3.1 below:-

Table 3. 1 Sample size

| RANK | FREQUENCY |
|--------------|------------------|
| PC | 231 |
| CPL | 84 |
| SGT | 27 |
| S/SGT | 14 |
| IP | 23 |
| C.I | 4 |
| ASP | 2 |
| SP | 4 |
| SSP | 3 |
| TOTAL | 392 |

3.5 Data Collection

Primary data was collected using a semi-structured questionnaire. Part I of the questionnaire contained demographic data while part II contained data on the respondents who were selected on convenience basis from the work stations. The questionnaire was administered on a drop and pick basis.

3.6 Data Analysis

The data collected was edited to identify and remove errors made by respondents. Edited data was then coded in order to translate responses into specific categories. Code numbers were assigned to each answer of survey question and from this a coding list or frame was obtained. Coding was intended to structure and reduce research information into controllable summaries. Descriptive statistics for instance means, standard deviation and frequency distributions were employed to illustrate the responses since it was the ideal method for presenting the study findings. The study's outcomes were presented in bar graphs, pie charts and tables.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter contains the demographic details of the respondents and discussion of the factors that influence the deployment of regular police officers within Nairobi City County.

4.2 Response Rate

Of the 392 distributed questionnaires to the respondents, 375 correct questionnaires were timely handed in, giving a 96% response rate. This response rate was sufficient and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This section covered the demographic information and the findings based on the objectives.

4.3 Demographic Characteristics of the Respondents

4.3.1 Rank of the Respondents

The researcher sought to find out the rank of the respondents. The findings are shown in table 4.1 below.

Table 4.1 Rank of the Respondents

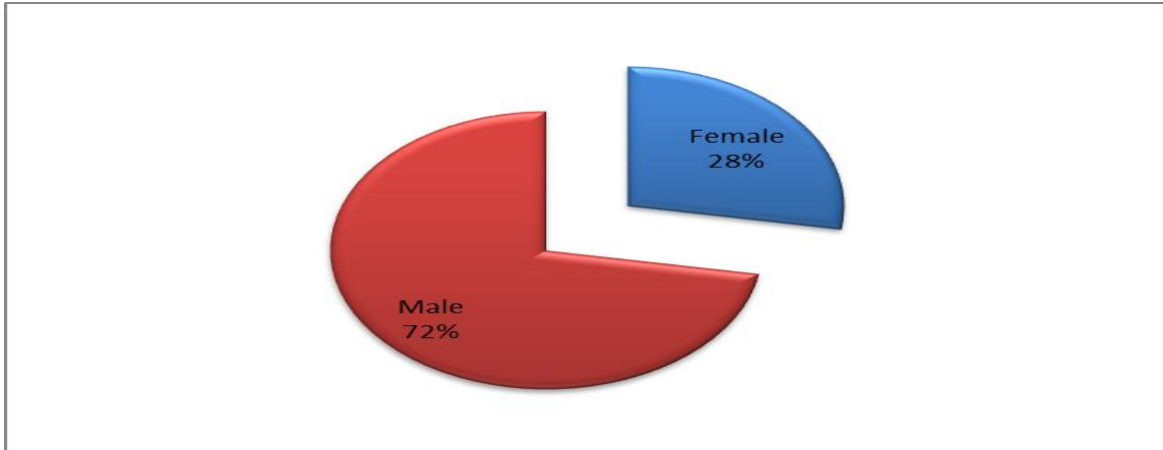
| Rank | Frequency |
|--------------------------------|------------------|
| Police Constable (PC) | 218 |
| Corporal (CPL) | 81 |
| Sergeant (SGT) | 27 |
| Senior Sergeant (S/SGT) | 13 |
| Inspector (IP) | 23 |
| Chief Inspector (C.I) | 4 |
| Assistant Superintendent (ASP) | 2 |
| Superintendent (SP) | 4 |
| Senior Superintendent (SSP) | 3 |
| Total | 375 |

From the study findings in table 4.1, majority (58.1%) of the respondent was PCs, 21.6% were CPLs and 7.2% were SGTs while 6.1% were IPs.

4.3.2 Gender of the Respondents

Majority (72%) of the respondents were male while 28% were female.

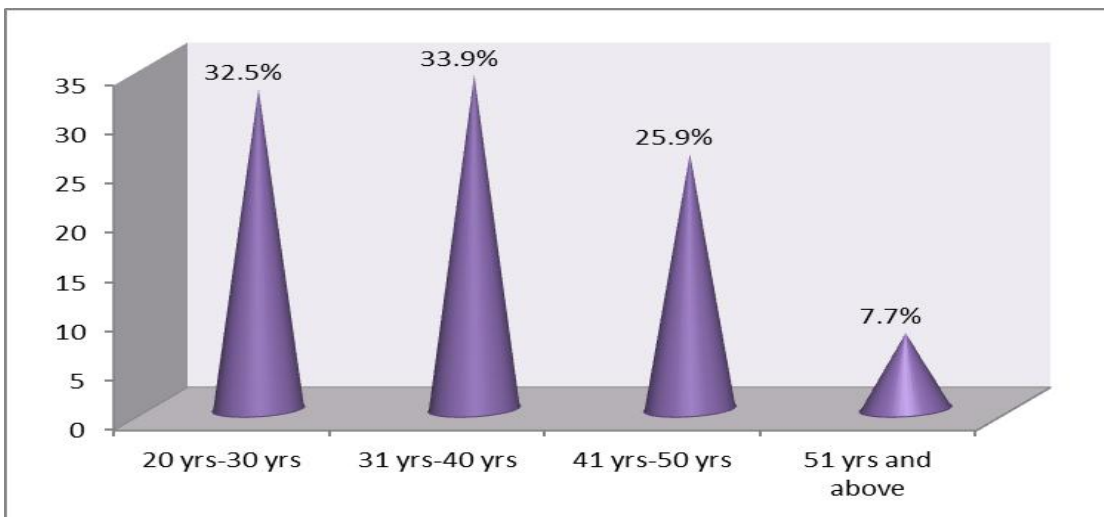
Figure 4.1 Gender of the Respondents



4.3.3 Age of the Respondents

Thirty three point nine percent (33.9%) of the respondents aged between 31 to 40 years, 32.5% were between 20-30 years and 25.9% were aged between 41-50 years while 7.7 % were 51 years and above. This insinuates that majority of the respondents were between 20-40 years.

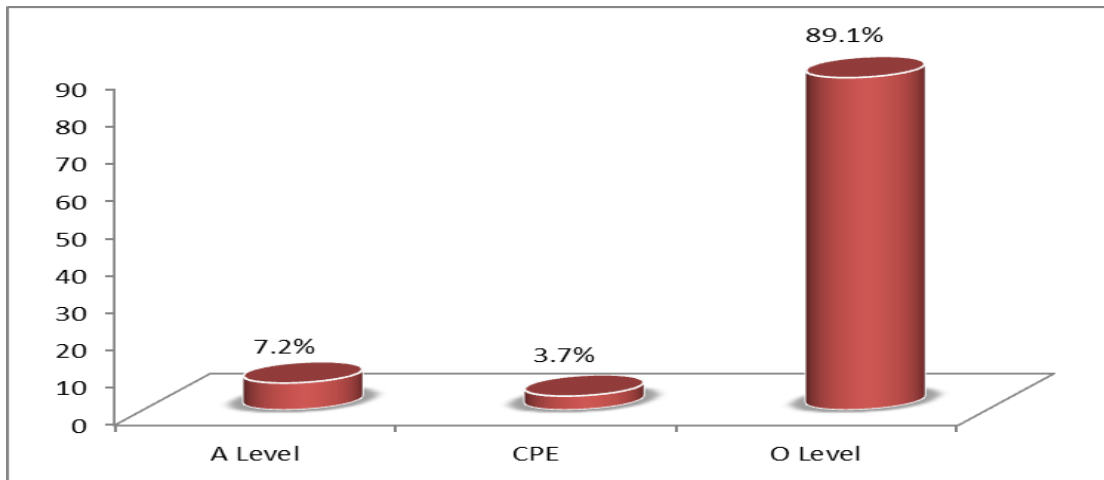
Figure 4.2 Age of the Respondents



4.3.4 Education Level at the Time of Enlistment

Majority (89.1%) of the respondents had O level as their highest level of education at the time of enlistment while 7.2% and 3.7% 'A' level and CPE respectively, as their highest level of education at the time of enlistment.

Figure 4.3 Education Level at the Time of Enlistment



4.3.5 Marital Status

Majority (85.1%) of the respondents were married while 12.8% were single. This implies that majority of the respondents were married.

Table 4.2 Marital Status

| Status | Frequency | Percent |
|--------------|------------|--------------|
| Divorced | 1 | 0.3 |
| Married | 319 | 85.1 |
| Separated | 3 | 0.8 |
| Single | 48 | 12.8 |
| Widowed | 4 | 1.1 |
| Total | 375 | 100.0 |

4.3.6 Highest Academic Qualification

Majority (60%) of the respondents had form four as their highest level of education, **19.7%** had college level of education while 17.6% had university degree as their highest level of education.

Table 4.3 Highest Academic Qualification

| Education Level | Frequency | Percent |
|------------------------|------------------|----------------|
| A level | 4 | 1.1 |
| Class 7 | 1 | 0.3 |
| College | 74 | 19.7 |
| CPE | 5 | 1.3 |
| Form 4 | 225 | 60.0 |
| University | 66 | 17.6 |
| Total | 375 | 100.0 |

4.4 Perceived Factors Influencing Deployment of Regular Police Officers within Nairobi City County

The study sought to determine the perceived factors influencing the deployment of regular police officers within Nairobi City County.

The responses were rated on a five point Likert scale where: 5= Strongly Agree, 4= Agree, 3= Neither agree Nor Disagree, 2= Disagree and 1 = Strongly Disagree. The mean and standard deviations were generated and are as illustrated in the table below.

4.4.1 The Individual's Career Stage

The respondents had a positive response that the number of years in the present rank is perceived to influence the deployment of regular police officers. This agrees with Slocum (1985) who found out that the individual's career stage tend to influence career exploration behavior, job attitudes, and involvement in growth activities. He also cited that life periods, exploiting certain age ranges, age in managerial career and years spent on the profession influence the worker's willingness to relocate.

4.4.2 Job Favorability

The respondents had a positive perception that they can have a say about their work prior to consulting their immediate manager, they were involved in decisions that affected their work and they can give views on where they wished to be placed as shown by the mean scores of 4.7, 4.4, and 4.0 respectively. Either, most of the respondents did not have a positive perception that they can play a role in the next place of their job and they can expect to receive a reward if they perform their duties well as shown by the mean scores of 3.8 and 3.4 respectively. This is in consistence with the findings by Muchinsky (1977) who found out that job dissatisfaction has been revealed to be closely linked to withdrawal behaviors for example absenteeism and/or reduced organizational commitment. The stronger a worker's

dissatisfaction with his/her job, the more willing will that worker will be to shift to another position. Dawis' (1968) theory of work adjustment posits that workers mobility aspirations can be discrepancy-based. I.e. the perceived correspondence between the worker's needs and the work environment might significantly affect the worker's willingness to embrace movement openings within the organization.

4.4.3 Family characteristics

The respondents had a positive perception that family characteristics were considered during job placements as indicated by the mean score of 4.5. Additionally, the respondents had a positive perception that clients' satisfaction contributed to officers' overall job placements and personal behaviors lead to transfers as indicated by the mean scores of 3.90 and 3.43 respectively. This agrees with Sugalski and Greenhaus (1986) discovered that manager who possessed a mobility-oriented career focus focused more extensively on career exploration. On the other hand, the level at which workers engage in career planning has been shown to be related to the likelihood of participation in self-development activities, salary level, and advancement.

4.4.4 Job Tenure and Specialization

The respondents had a positive perception that years of service had an effect on kind of deployment done; job environment affected placement of officers as indicated by the mean scores of 3.8, 3.4 respectively. This agrees with Gould and Penley (1985) who posited that the length of residence in a community was negatively linked to the workers willingness to move. the work status of an employee similarly may influence the employee's willingness to embrace mobility opportunities that require relocation. Maynard and Zawacki (1979) further suggested that families with both spouses working are less willing to embrace organizational mobility opportunities that require relocation due to the possibility of a job loss for one of the spouse.

4.4.5 Career Development Opportunities

The respondents had a positive perception that recognition for the work they do leads to determined placements and type of duty allocated affected next possible transfers and deployment as indicated by 4.71, and 4.49 mean score respectively. Also, the respondents neither had nor did not have a positive perception that there were career development opportunities in the service and the management regularly sought the views of officers on issues affecting their job and/or work environment as indicated by the mean scores of 3.73 and 3.49 respectively. This agrees with Landau (1986) who posited that if an employees' job lacked independency, opportunities to learn, deal with others, the employees would definitely

possess less visibility to decision makers of the promotion. The workers might be more inclined to embrace horizontal, lateral and/or downward mobility within the organization if individual growth, either through exposure to knowledge/ skill-based training program or “enriched” jobs isn’t inbuilt in their present jobs.

4.5 Factor Analysis

The below table helps the researcher to estimate the communalities for each variance. This is the proportion of variance that each item has in common with other factors. For example ‘I can give views of where I wish to be deployed’ has 98.7% communality or connection with other factors. This value possesses the highest communality in comparison to others, while ‘Job environment affects placement and deployment of officers’ has the least communality with others of 79.9%.

Table 4.4 Perceived Factors Influencing Deployment of Regular Police Officers within Nairobi City County

| Factor Influencing Deployment | Mean | Std. Dev |
|---|-------------|-----------------|
| Education level affects deployment. | 4.3 | 1.21 |
| Years of service have effect on kind of deployment done. | 3.8 | 1.01 |
| Number of years in the present rank effects responsibility, performance and deployment. | 4.36 | 0.999 |
| Senior officers have put in place a long-term course for personnel placement. | 4.6 | 1.18 |
| Recognizing human resources for their work is important in deployment | 4.30 | 0.986 |
| There are career development opportunities in the service. | 3.73 | 1.332 |
| I am participating in matters that impact my work. | 4.4 | 0.17 |
| Family characteristics are considered during job placements. | 4.5 | 0.22 |
| Management habitually considers the view of officers on matters affecting to their work and their working atmosphere. | 3.49 | 1.037 |
| I can make decisions about my work without first checking with my immediate supervisor. | 4.7 | 0.70 |
| I can look forward to receiving a reward if I perform my duties well. | 3.4 | 0.62 |
| Level of education influences transfers and deployment. | 4.1 | 1.23 |
| Job environment affects placement and deployment of officers. | 3.4 | 1.49 |
| Personal behaviors lead to transfers and deployment. | 3.43 | 1.381 |
| Gender parity determines the kind of job placement and deployment | 3.1 | 1.32 |
| I can play a role in the deployment procedures. | 3.8 | 1.01 |
| Recognition for the work I do leads to determined deployment. | 4.30 | 0.986 |
| I can give views of where I wish to be deployed. | 4.0 | 0.14 |
| Clients' satisfaction contributes to officers' overall job deployment. | 3.90 | 1.446 |
| Type of duty allocated affects next possible transfers and deployment. | 4.49 | 1.188 |
| Promotions affect job acceptance and deployment | 3.4 | 1.03 |

Table 4.5 Communalities

| Factors Perceived Affecting Regular Police' Deployment in Nairobi City | Initial | Extraction |
|---|---------|------------|
| Education level affects deployment. | 1.000 | .911 |
| Years of service have effect on kind of deployment done. | 1.000 | .857 |
| Number of years in the present rank effects responsibility, performance and deployment. | 1.000 | .881 |
| Senior officers have strategized a long-term course for personnel placement. | 1.000 | .968 |
| Recognizing staff for their work is significant in deployment | 1.000 | .966 |
| There are career development opportunities in the service. | 1.000 | .959 |
| I am involved in matters affecting my work. | 1.000 | .961 |
| Family characteristics are considered during job placements. | 1.000 | .938 |
| Management habitually considers the view of officers on matters affecting their work and working environment. | 1.000 | .912 |
| I can make decisions about my work without first checking with my immediate supervisor. | 1.000 | .908 |
| I can look forward to receiving a reward if I perform my duties well. | 1.000 | .969 |
| Level of education influences transfers and deployment. | 1.000 | .982 |
| Job environment affects placement and deployment of officers. | 1.000 | .799 |
| Personal behaviors lead to transfers and deployment. | 1.000 | .881 |
| Gender parity determines the kind of job placement and deployment | 1.000 | .975 |
| I can play a role in the deployment procedures. | 1.000 | .972 |
| Recognition for the work I do leads to determined deployment. | 1.000 | .975 |
| I can give views of where I wish to be deployed. | 1.000 | .987 |
| Clients' satisfaction contributes to officers' overall job deployment. | 1.000 | .888 |
| Type of duty allocated affects next possible transfers and deployment. | 1.000 | .872 |
| Promotions affect job acceptance and deployment | 1.000 | .962 |

Table 4.6 Total Variance Explained

| Component | Initial Eigen values | | | Extraction Sums of Squared Loadings | | |
|-----------|----------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 9.795 | 44.525 | 44.525 | 9.795 | 44.525 | 44.525 |
| 2 | 5.420 | 24.635 | 69.160 | 5.420 | 24.635 | 69.160 |
| 3 | 2.730 | 12.411 | 81.571 | 2.730 | 12.411 | 81.571 |
| 4 | 1.492 | 6.783 | 88.354 | 1.492 | 6.783 | 88.354 |
| 5 | 1.072 | 4.874 | 93.228 | 1.072 | 4.874 | 93.228 |
| 6 | .602 | 2.736 | 95.964 | | | |
| 7 | .545 | 2.478 | 98.442 | | | |
| 8 | .343 | 1.558 | 100.000 | | | |
| 9 | 7.054E-016 | 3.207E-015 | 100.000 | | | |
| 10 | 4.825E-016 | 2.193E-015 | 100.000 | | | |
| 11 | 3.606E-016 | 1.639E-015 | 100.000 | | | |
| 12 | 2.649E-016 | 1.204E-015 | 100.000 | | | |
| 13 | 1.666E-016 | 7.574E-016 | 100.000 | | | |
| 14 | 1.038E-016 | 4.720E-016 | 100.000 | | | |
| 15 | 3.302E-018 | 1.501E-017 | 100.000 | | | |
| 16 | -1.015E-017 | -4.613E-017 | 100.000 | | | |
| 17 | -5.489E-017 | -2.495E-016 | 100.000 | | | |
| 18 | -6.952E-017 | -3.160E-016 | 100.000 | | | |
| 19 | -1.401E-016 | -6.366E-016 | 100.000 | | | |
| 20 | -2.746E-016 | -1.248E-015 | 100.000 | | | |
| 21 | -3.650E-016 | -1.659E-015 | 100.000 | | | |

In the preceding table, the Kaiser Normalization Criterion, which facilitates the drawing out of components that possesses an Eigen value which is greater greater than 1, the chief component analysis was employed and five (5) factors were drawn out. As indicated in the above table, the five factors clarify the total variation of 93.228%. The first factor contributed the greatest variation of 44.525%. The contributions depreciates in a descending order i.e. from factor one to factor five.

Table 4.7 Component Matrix^a

| Factors Perceived to Affect Regular Police Deployment within Nairobi City County | Component | | | | |
|--|-------------|-------------|-------|-------|-------------|
| | 1 | 2 | 3 | 4 | 5 |
| Education level affects deployment. | -.024 | .666 | .197 | .638 | .145 |
| Years of service have effect on kind of deployment done. | .409 | .673 | .418 | -.088 | .234 |
| Number of years in the present rank effects responsibility, performance and deployment. | .414 | .699 | .350 | -.149 | -.276 |
| Senior officers have put in place a long-term policy/course for personnel placement. | .332 | .572 | -.728 | .014 | -.037 |
| Recognizing the workers for their work is significant in deployment | .804 | -.343 | -.427 | .124 | -.057 |
| There are career development opportunities in the service. | .666 | .064 | -.066 | .436 | -.563 |
| I participate in decisions affecting my work. | .566 | .580 | .421 | -.345 | .087 |
| Family characteristics are considered during job placements. | .798 | -.011 | -.409 | .359 | .070 |
| Management habitually considers the views of officers on matters affecting their work and working environment. | .873 | -.377 | .021 | .055 | .064 |
| I can make decisions about my work without first checking with my immediate supervisor. | .718 | .340 | -.128 | -.352 | .369 |
| I can anticipate receiving a reward if I perform my duties well. | .910 | -.273 | .028 | -.098 | .235 |
| Level of education influences transfers and deployment. | .956 | -.225 | -.122 | -.027 | .035 |
| Job environment affects placement and deployment of officers. | .370 | .809 | .030 | .047 | -.068 |
| Personal behaviors lead to transfers and deployment. | .409 | -.580 | -.019 | .336 | .514 |
| Gender parity determines the kind of job placement and deployment | .673 | -.273 | .626 | .175 | -.163 |
| I can play a role in the deployment procedures. | .345 | .716 | -.561 | -.158 | -.031 |
| Recognition for the work I do leads to determined deployment. | .884 | -.168 | .177 | -.304 | -.205 |
| I can give views of where I wish to be deployed. | .821 | -.324 | .450 | .067 | .030 |
| Clients' satisfaction contributes to officers' overall job deployment. | .496 | .729 | -.321 | .043 | .075 |
| Type of duty allocated affects next possible transfers and deployment. | .104 | .705 | .403 | .420 | .156 |
| Promotions affect job acceptance and deployment | .939 | -.133 | .171 | -.136 | -.122 |

The first component matrix was rotated through Varimax (Variance Maximization) with Kaiser Normalization. The above outcomes facilitated the identification of variables that fall under every of the 5 main extracted factors. Each of the 21 variables was examined and placed to one of the 5 factors considering the variability percentage; it clarified the total

variability of every factor. A variable is grouped to a factor to which it clarifies more variation in comparison to other factors. From the preceding table, the each variable comprising the 5 factors extracted are identified and summarized below-

Factor 1

Recognizing the workers for their work is significant in deployment

There are career development opportunities in the service

Family characteristics are considered during job placements.

Management habitually considers the view of officers on matters affecting their work and work environment.

I can make decisions concerning my duties without first consulting with my immediate manager.

I can anticipate receiving a reward if I perform my duties well.

Level of education influences transfers and deployment.

Gender parity determines the kind of job placement and deployment

Recognition for the job I do leads to determined deployment.

I can give views of where I wish to be deployed.

Promotions affect job acceptance and deployment

Factor 2

Education level affects deployment.

Years of service have effect on kind of deployment done.

Number of years in the present rank effects responsibility, performance and deployment.

Senior officers have strategized a long-term direction for personnel placement.

I participate in decisions affecting my work.

Job environment affects placement and deployment of officers.

I can play a role in the deployment procedures.

Clients' satisfaction contributes to officers' overall job deployment.

Type of duty allocated affects next possible transfers and deployment.

Factor 5

Personal behaviors lead to transfers and deployment.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary, conclusions and recommendations of the study based on the objective of the study.

5.2 Summary

Analysis on the demographic characteristics of the respondents established that majority were aged between 31 years and 40 years, thus offering the police force with an energetic work force for effective policing as youthful police were found to be more effective compared to the elderly ones. Majority of the police in the study were male, an aspect which most participants suggested should be changed offering that there were certain aspects of policing which required the attention of female police e.g. handling female victims of gender violence. Majority of the police (85.1%) were found to be married, a factor which they said was positive because according to them married men were more responsible than unmarried ones. The study established that career development opportunities influenced the deployment of regular police officers in Nairobi City County.

5.3. Conclusion

The study concluded that job favorability influenced the deployment of regular police officers in Nairobi City County to a great extent; that the police could make decisions concerning their job without first consulting their immediate managers; were involved in decisions that affected their work by giving views on where they wished to be placed, and that recognizing employees for their work was important.

Senior officers had set a long-term direction for personnel placement and therefore education level of the police influenced their transfers and deployment. In this regard, family characteristics, the number of years in the present rank, job tenure and specialization, career development opportunities, individual's career stage, job environment and gender parity, as well as the years of service, are factors that were perceived to influence the service. The respondents had a positive perception that the personnel section of the Kenya Police Service put much consideration during the deployment of regular police officers in Nairobi City County.

5.4. Recommendations

From the findings and conclusion, the study recommends that the National Police Service Commission should introduce a reward scheme to recognize outstanding performance by police officers other than through promotions. On the other hand, police officers who do not perform well in a certain area should not be deployed to another area rather they should be trained. The study recommended that a policy to guide transfers and terms of service be developed to address persistent complaints related to the issues.

The process of deployment should be strengthened through amendments in a transparent and consultative process. The internal audit department envisioned by the National Police Service Act should be operationalized and strengthened within the police institutions to carry out regular skills audit and enforce standards in the implementation of the police reforms.

5.5 Limitations of the Study

It was such an uphill task for the researcher to convince the respondents to participate in the study. Police officers are known to work under very strict confidentiality in order to secure any unauthorized access to information. Most of the respondents agreed to participate on condition that the information would not be divulged to any other party other than for academic purposes only.

The findings of this study and application thereof are limited to regular police officers within Nairobi City County in Kenya. They could not be applicable directly to other police officers in other counties. It was therefore important to note that they could only be used for comparative purposes and not any direct application in another county.

5.6. Suggestion for Further Studies

There are many factors that influence the deployment of police officers in Nairobi City County. The current study focused on only five factors which are individual's career stage, job tenure, job favorability, job specialization, family characteristics, and career development opportunities. This explains 83.4% of factors perceived to influence the deployment of regular police officers in Nairobi City County. Other aspects not investigated in this study contribute to 16.6% of factors perceived to influence the deployment of regular police officers within Nairobi City County.

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APPENDIX I

LETTER OF INTRODUCTION

University of Nairobi
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P.O. Box 30197 – 00100
NAIROBI.

Dear Respondent

RE: RESEARCH PROJECT

I am a postgraduate student in the School of Business, University of Nairobi, pursuing a Master of Business Administration (M.B.A.) degree course. My area of specialization is Human Resource Management.

As a partial fulfillment of the requirements for the award of the degree, I am currently conducting a research on **PERCEIVED FACTORS THAT INFLUENCE THE DEPLOYMENT OF REGULAR POLICE OFFICERS WITHIN NAIROBI CITY COUNTY**. Kindly fill the attached questionnaire and provide any other additional information in form of suggestions, comments, which you deem necessary to make my research findings more conclusive and reflective of the study area. The information you give is purely for academic research and will be treated with utmost confidentiality. A copy of the findings and recommendations of the final report can be made available to you on request.

For any clarifications or questions, do so on 07 06 93 54 76 or 07 39 67 70 07.

Your assistance will be highly appreciated.

Thank you in advance.

Section B: Perceived factors that influence the deployment of regular police officers within Nairobi City County

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Education level affects deployment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Years of service have effect on kind of deployment done. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Number of years in the present rank affects responsibility and performance. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Senior officers have set a long-term direction for personnel placement. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recognizing employees for their work is important. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| There are career development opportunities in the service. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I am involved in decisions that affect my work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Family characteristics are considered during job placements. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Management routinely seeks the opinions of officers on issues related to their job and their work environment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can make decisions about my work without first checking with my immediate supervisor. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can expect to receive a reward if I perform my duties well. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Level of education influences transfers. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job environment affects placement and deployment of officers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Personal behaviors lead to transfers. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gender parity determines the kind of job placement and deployment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can play a role in the next place of my job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recognition for the work I do leads to determined deployments. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I can give views of where I wish to be deployed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Clients' satisfaction contributes to officers' overall job deployment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Type of duty allocated affects next possible transfers and deployment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotions affect job acceptance and deployment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Thank you for your participation.