UNIVERSITY OF NAIROBI

FACULTY OF ARTS

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

THE INFLUENCE OF CAPITAL RESOURCES ON PERFORMANCE OF POLICE OFFICERS IN STAREHE DIVISION, NAIROBI COUNTY - KENYA

BY

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Research Project Submitted in Partial Fulfillment of the Requirements for the Award of Master of Arts Degree in Sociology (Criminology), University of Nairobi.

2016

DECLARATION

I declare that this is my research project and has never been presented for examination in any other institution for award of a degree or a diploma.

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Signature ……. Date……..

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

Dr. James Karatu Kiemo

Sign…….. Date……..

DEDICATION

This research project is dedicated to my son Charles Eugene Ochieng and daughter Caro Cesie Ochieng.

ACKNOWLEDGEMENTS

My sincere gratitude goes to my supervisor, Dr. James Karatu Kiemo for the guidance, encouragement, critique, advice and assistance he offered me throughout this project. The University of Nairobi fraternity especially, the department of sociology stands applauded for the opportunity accorded to me to pursue my studies at masters level.

I also take this oppotunity to sincerely thank the OCPD Starehe Division, the Officers Commanding Police stations - Pangani, Huruma, Ruaraka, Kariobangi and Muthaiga for allowing me to conduct this study and also participating as respondents and all the police officers who were very co-operative during data collection. The success of this study would not have been realized were it not for the full co-operation, encouragement and support from my friends and colleagues at Starehe Division. You shall surely remain very special to me and be blessed.

Special thanks go to my parents Charles Nyakako and the late Caren Juma Nyakako for the encouragement, moral and material support. This is a proof that your effort and prayers were not in vain. My siblings Nicholas Owino, Peter Ogunga and Maureen Akinyi, you all encouraged me abundantly to pursue education to the end. My handsome son Charles Ochieng and beautiful daughter Caroline Cesie Ochieng, thanks a lot for sitting with me. I'm so grateful. Finally, my dear wife Judith Ochieng, you became the central pillar in my life and walked with me throughout this journey.

Above all, thanks to the Almighty God for his guidance and protection throughout this programme.

ABSTRACT

The purpose of this study was to evaluate the influence of capital resources of performance of police officers in Starehe Division, Nairobi County in Kenya. Capital resources are all assets available to the police officers to help and aid them in delivery of their duties. These are resources used communication, protective and transport facilities because they are a kind of assurance for police officers life and they also lead to achievement of their goals and objectives as they carry out their duties. The specific objectives were to evaluate the influence of communication gadgets on performance of police officers in Starehe Division, to establish the influence of protective equipment on performance of Police Officers in Starehe Division and explore how transport facilities have influenced performance of police officers in Starehe Division. The study covered all the police stations under Starehe Division which are Pangani, Muthaiga, Huruma, Kariobangi and Ruaraka. From the stations the target respondents were the OCSs or their deputies and the police officers under their command. The data was collected through the use of questionnaires and interview schedules and analyzed using SPSS. This was then presented in form of tables and interpreted according to the study objectives. The study found that the capital resources provided to the officers have been very instrumental in delivery of their services and therefore improved on performance. For instance the communication gadgets provided helps the officers to track security situations in their jurisdictions without having to be present at the scene. They are given protective gears for all weather and therefore their duties never get interrupted. At the same time the health of the officers is well taken care of and gives them peace of mind when on duty or assignments. The transport facilities are used for patrolling the areas under their jurisdictions at all the time, tracking criminals and criminal activities, responding to incidences of crime in time and carrying out 24 hour surveillance. The study then recommended that, the government should invest more resources on the welfare of the police officers in order to reduce on the challenges that occur during assignments and come up with effective strategies for a better of working environment. The donors, non – profit making organizations, partners and other stake holders should come up with a body that deals with the welfare of police officers to boost the government's effort and improve on performance of the officers in general and security in the country.

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ABBREVIATIONS AND ACRONYMS

C.I.D	Criminal Investigation Department
GPS	Global Positioning System
I.B.E.A	Imperial British East Africa
KPF	Kenya Police Force
KPS	Kenya Police Service
N.P.S.A	National Police Service Act
OCPD	Officer Commanding Police Division
OCS	Officer Commanding Station
PO	Police Officers
PSNI	Police Service of Northern Ireland
RUC	Royal Ulster Constabulary
U NDP	United Nations Development Programme
U.S	United States

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Kenya police began between 1887 –1902, tracing its foundation on the Imperial British East Africa (I.B.E.A.) Company and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of security for his stores along the coastline of Kenya, (Kenya Law Societ 2011). Generally, police activities centered on protection of the business of the I.B.E.A. Company where the strength was mainly of Indian origin with a skeleton staff of some Africans otherwise referred to as "askaris", (The Kenya Police Service, Strategic Plan 2003- 2007).

The construction of the Kenya - Uganda Railway provided for the growth of this infant force inland from the coastline, and by 1902 there existed police service units in Mombasa, Nairobi and Kisumu for the purpose of safeguarding the railways property and materials as well as the men engaged in constructing the railway, (The Kenya Police Service Strategic Plan 2003- 2007). The laws in force were from India including the Indian Criminal Procedure Code, the Indian Evidence Act and Police Ordinance. It is notable that up to 1907, the Kenya police was organized along military lines and the training was military in nature, (Kenya Law Society 2011).

Criminal Intelligence Unit was established in 1926 with the sole responsibility of collecting, tabulating and recording the history and data of criminals. As a preparation for the Second World War, police recruits were deployed in Northern Frontier Districts to

counter the threat from Italian Somali Land and Ethiopia. After the declaration of the state of emergency in 1952, there was an immediate increase in personnel to cope with the situation and in response to the Mau Mau insurgency. Various specialized units were formed which included the Anti Stock Theft Unit, Anti Motor Vehicle Theft Unit, Tourism Police Unit, the Anti Corruption Unit, Presidential Escort Unit, and the Anti-Terrorism Unit (The Kenya Police Service, Strategic Plan 2003- 2007).

The Kenya Police Service (formerly Kenya Police Force) is currently established under the National Police Service Act No. 11 A of 2011. The Service is headed by the Inspector General and is deputized by Deputy Inspector General who is in charge of the general administration of the service in accordance with article 245 of the constitution and section 12 and 13 of N.P.S.A 2011, (Kenya Law Society 2011).

The Act provides for the functions, organization and discipline of the Police Service and the Kenya Police Reserve, and for matters incidental thereto. Under section 24 of the Act, the Police Service is established in the Republic of Kenya for maintenance of law and order, the preservation of peace, the protection of life and property, prevention and detection of crime, apprehension of offenders, enforcement of all laws and regulations with which it is charged, investigation of crime, collection of criminal intelligence, provision of assistance to the public when in need and performance of any other duty that may be prescribed by the Inspector General under this Act or any other written law from time to time, (Kenya Law Society 2011).

For the purpose of administration, the service is divided into regions and formations. The regions are further sub-divided into divisions, stations and police posts. The Inspector General is empowere under the provisions of section 10(1)(r) of the National Police service Act 2011 to issue administrative orders (Service Standing Orders) for the general control, direction and information of the police service, not be inconsistent with the constitution, (Kenya Law Report 2011).

The Kenya Police Service has the vision of being a world class police service, with a people friendly, responsive and professional work force. The mission statement reads '*we are committed to providing quality police service to meet the expectations of our customers; by upholding the rule of law and creating and maintaining strong community partnerships for a conducive social, economic and political development of all citizens'* (Kenya Law Report 2011). The core values are to be pro-active and responsive in the discharge of duties, to exercise integrity and courtesy at all times, to cultivate and maintain partnerships with all stakeholders, to create and maintain team spirit within the service, to be fair and firm in all undertakings, to maintain a disciplined and professional workforce; to be gender sensitive and respect the rights of customers, (Kenya Law Society 2011).

There is an established internal affairs unit for receiving and investigating complaints against the Police Officer, promote uniform standards of discipline and good order in the service. National Police Service established under chapter fourteen articles 243(1) to (4)

consists of Kenya Police Service and Administration Police Service. It is a National Service that functions throughout Kenya, (Kenya Law Report 2012).

Independent Police Oversight Authority is currently established under section 3 of Independent Police Oversight Authority Act and its objectives are to hold the police accountable to the public in the performance of their functions, give effect of article 244 of the constitution that the police officers shall strife for professional, discipline and shall promote and practice transparency, accountability and ensure independent oversight of handling complaints by the service, (Kenya Law Society 2011). It also investigates complaints related to discipline or criminal offences committed by members of the public and as well receive and investigate complaints by members of the service and make recommendations to the service among others. National Police Service Commission is established under article 246 (1) of the constitution. Its functions are to recruit and appoint persons to hold or act in the offices in the service, observing due process and exercising disciplinary control, (Kenya Law Report 2012).

For the police officers to effectively carry out these duties, they must be provided with varied forms of support from their employer who is the Kenyan Government. For instance they have to be provided with adequate and relevant training, they must be given adequate housing together with their families, and they must be able to responde to all sorts of duties regardless of the time of the day, (Prescott and Soeken 2009). In this case, the government has to ensure that the police officers are well armed, can easily move from one point to another by providing relaible means of transport and communicate

effectively at all times. It is also important that they can be easily identified in the public by wearing the right uniforms. All these provisions are referred to as the capital resources for the police officers, (Bettencourt and Brown 2007).

Capital resources are the machines used during the manufacturing process. Capital resources are part of other resources which are human, monetary and raw materials. Human resources are the people who work for an organization. Monetary resources are the amount of money used by managers to pay for goods and services for an organization, (Kenya Law Reports 2012). Raw materials are the elements used directly to manufacture products. Capital resources are very important for organizational performance. They include technological, hardware, software and the skills to use. Technological resources help in adaptation of organizational skills, (Prescott and Soeken 2009).

Generally resources are all assets available in the firm or organization for use during production process. In the work of police officers, from a sociological point of view what is important are communication, protective and transport facilities because they are a kind of assurance for police officers life and they also lead to achievement of their goals and objectives as they carry out their duties, (Bettencourt and Brown 2007). Therefore the current study intended to assess how the police officers in Starehe Division perform their duties using the capital resources provided by the Kenyan Government.

1.2 Problem Statement

After a keen assessment of most of the previous studies on police officers such as Pall, (2007) on the police productivity. Pall says that the police officers' productivity and quality increase continuously from day to day, week to week, year to year leading to the achievement of their mission. Povich (1998) on a high-performance organization, missions and outcomes states that they are clearly defined and employees are empowered, motivated and inspired to succeed. Cohen and Cohen (1983), in their empirical study, conceptualized and measured organizational performance by examining various components of performance including productivity, administrative effectiveness, customer service orientation and quality of service. Warren (2008) says that when police officers need to communicate with someone who does not speak English, they simply determine the language that he/she is comfortable with and begin touching the phrases on the touch pad.

Chun and Rainey (2005) observes that a police motorcycle is a motorcycle used by various police forces and departments. They may be custom designed to meet the requirements unique of a particular use, the researcher concluded that less attention has been given to the officers' performance of their duties with the resources that the government has provided them with. This is so because despite, recognizing that resources are always scarce and every institution faces challenges related to adequacy of resources (to effectively perform their duties), these studies have mostly focused on their failures and areas of where they are perceived as weak.

At the same time the police officers have been presented as always responding to incidences of insecurity instead of being proactive. Even in such situations the officers have still been considered very ineffective in handling such incidences and in most cases have been vindicated as incompetent. Others have dwelt more on the challenges facing the police office when carrying out their duties especially as a result of the resources available and presented them as unable to effectively utilize such resources. While most report on the Kenyan police officers have further painted them as a cahoot of corrupt officers out to siphon money from citizens and torture citizens for their own selfish gains.

As such the face of the Kenyan police has been painted with confusion. Most often the police man is seen as an individual who roams around carrying a gun, wears a badge, sworn to "enforce" the law, oppressive, torturing and operating under hardships and therefore vulnerable to bribes (most corrupt) whenever an issue ensues between the officers and the members of public. However what the researchers have failed to recognize is that whenever there is a distress, an outbreak of a disaster, attacks between warring communities, terrorism threats/attacks, the first people to arrive at the scene/expected to arrive or assist or to run to for help are usually the police officers.

At the same time, the minds of the members of public have been pre-conditioned that the police officers will always responde to disasters, crime scenes, distress and even conflicts among others and that gives the public a sigh of relieve that all is well. Further the police officers are also seen as the first source of refuge whenever someone is attacked, raped, mugged, threatened, kidnapped, lost or killed among other threatening incidences.

However, for the police officers to effectively carry out these duties and meet the perceived public expectations/opinion, the government has been the unseen hand in ensuring that the resources to effectively carry out these duties are adequately provided for. Therefore this study filled the existing gap by investigating the influence of capital resources on performance of police officers in Starehe Division, Nairobi – County.

1.3 Purpose of the Study

The the purpose of this study was to establish the influence of capital resources on performance of police officers in Starehe Division of Nairobi County.

1.4 Research Questions

The questions derived for the research was as follows:

1. How do the communication gadgets provided to police officers in Starehe Division influence their performance?
2. What is the influence of police officers' protective equipments on performance of police officers in Starehe Division?
3. What is the influence of transport facilities on performance of police officers officers in Starehe Division?

1.5 Objectives of the study

The overall objective of this study was to determine the extent to which capital resources influence performance of police officers in Kenya. The study specifically focused on performance of police officers serving in Starehe Division of Nairobi County.

The specific objectives were: -

1. To examine the influence of communication gadgets on performance of police officers in Starehe Division.
2. To establish the influence of protective equipment on performance of police officers' in Starehe Division.
3. To explore how transport facilities have influenced performance of police officers in Starehe Division.

1.6 Significance of the study

Effective performance of the police officers in Kenya is an essential componet of the Kenya Police Service as the goals and objectives of the service depends on the quality of services provided by its officers. So, if the quality of service provided by these officers is not efficient and effective, then the organization's performance both in the short and long run would be at stake and would put the entire country in a panic mode because of insecurity. Therefore it would be necessary for the management of the Kenya Police to understand the role of capital resourcse on performance of the police officers in order to boost the quality of the services provided.

It is also the hope of the researcher that the findings of this study would inform policy makers as they come up with a framework and policies to guide effective policing in Kenya. The study would also be useful to those tasked with the implementation of the ongoing police reforms in Kenya to identify areas that need improvement and then come up with favorable strategies to enhance service delivery of the police officers in general.

Further, the study would build on the existing empirical studies on policing in Kenya and future researchers would find it useful for reference.

1.7 Scope and delimitation of the Study

The study was confined on the Police stations under Starehe Division in Nairobi County (Pangani, Huruma, Muthaiga, Kariobangi and Ruaraka). It only focused on the Police officers and the OCSs serving under this division. The Kenya Police are the ones who mainly deal with crime. The specific variables were the communication gadgets, police protective equipment and transport facilities and their influence on performance of the police officers.

Since the researcher is an officer in one of the stations (Pangani Police Station), he had the advantage of formalizing and introducing of the research assistants to the respondents which eased the data collection process. This helped in making the respondents accept to participate in the study and develop confidence with the research assistants. Further the fact that the researcher is famous in the division helped in establishing a good relationship with the OCSs who were very supportive during data collection and therefore they came in handy by encouraging their officers to take part in the study by filling in the questionnaires.

1.8 Limitations of the study

First the study is the first one of its kind that presents the positive side of the Kenya police in general and how they have been utilizing the available resources to deliver

services to Kenyans. Therefore it was limited in terms of relevant literature. Also given the time scheduled for the study, it was not adequate and therefore the researcher had to work outside the normal working hours to meet the deadline. Further the issue of formalizing the process of data collection took a bit long given that the respondents were drawn from their work stations during working hours.

The OCSs had to seek approval from the OCPD before allowing data collection in their stations which delayed the data collection process. Starehe Division is located in areas that are crime prone and therefore the officers were in most cases very busy attending to issues of insecurity both within and outside their work stations. This pro-longed the data collection process for two weeks. The data collection also took longer because of the process of familiarizing the research assistants with the respondents and having them accept to participate in the study. This in the end led to spending more money on the project than previously budgeted for.

To mitigate on these limitations, the researcher designed the data collection instruments in such a way that comprehensive data was to be collected even in cases where the above incidences happened. The researcher also recruited data collection literate and qualified people who are also trained on ethical issues to minimize chances of non-response and collection of unreliable data.

1.9 Definitions of Key Terms

The following were the key terms for this study;

A Police officer

A Police officer is a warranted employee of a police service charged with the apprehension of criminals and the prevention and detection of crime, protection of the general public, and the maintenance of public order.

Capital Resources

These are the transport facilities, communication gadgets and the protective equipment provided to the oolice officers to facilitate their work.

Performance

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

Communication Gadgets

These are the equipment provided to the police officers for communication when carrying out their duties.

Police protective equipment

These are the equipment such as riot gears and safety items provided to the police officers to help and protect them while carrying out their duties.

Transport Facilities

These are the vehicles, motorcycles, provided to the police officers for delivery of their services.

1.10 Organization of Study

This study is organized in five chapters. The first chapter is chapter one which is the introduction of the study. It presents the study background, statement of the problem, purpose of the study, objectives of the study, research questions and significance of the study, scope of the study and delimitation, limitation of the study and definition of the key terms used in the study.

The second chapter is chapter two which covers the literature review. The areas reviewed are, performance and measures of performance, the capital resources provided to the police officers and how they influence performance of police officers. The resources reviewed are the communication gadgets, protective equipment and transport facilities. The chapter then winds up with the relevant theories and the conceptual framework.

Chapter three covers research methodology which begins with the research design, followed by target population, sample size and sample selection, data collection instruments where a description of how the instruments were piloted and checked for validity and reliability was given. The chapter goes ahead to cover data collection procedures, and finally how the data was analyzed. Chapter four is a presentation of the

study findings, interpretation and presentation of the data. Chapter five then concludes the study by summarizing on the findings, making conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter presents the relevant literature for this study. The literature has been reviewed on performance and measurements of performance, the capital resources provided to police officers and how they influence performance. The literature on capital resources has been reviewed on the resources of communication, protective equipment and the transport facilities provided to police officers. The chapter then winds up with the theories of the hierarchy of needs and theory of performance (theories of study) and the conceptual framework.

2.2 Performance and Measures of Performance

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Performance measurement is primarily managing outcome, and one of its main purpose is to reduce or eliminate overall variation in the work product or process. The goal is to arrive at sound decisions about actions affecting the product or process and its output, (Harrington 2001).

It is interesting to ask why some institutions or organizations perform better than others when assessing performance. A number of organizational studies in literature have

focused in this question and therefore it has become a central concern of researchers in organizations. Organizational performance refers to the extent to which an organization performs well in pursuing its mission or produces outputs towards its mission, (Latane, Williams and Harkins 1979). The literature offers different approaches to understanding and assessing organizational performance. Though researchers have different perceptions, most agree that no single metric exists for how well organizations perform, (Pall 2007).

Pall (2007) defined high-performance organization as groups of employees who produce desired goods or services at higher quality with the same or fewer resources. Their productivity and quality increase continuously from day to day, week to week, year to year leading to the achievement of their mission. According to (Povich 1998) in a high-performance organization, missions and outcomes are clearly defined and employees are empowered, motivated and inspired to succeed. Cohen and Cohen (1983) in their empirical study, conceptualized and measured organizational performance by examining various components of performance including productivity, administrative effectiveness, customer service orientation and quality of service. They found that customer service orientation is an important component of public organization's performance because public are the most important stake holders and public organizations exists to provide satisfying service to them, (Cohen and Cohen 1983).

As in other countries, during initiatives regarding quality of management in Turkey, customer service orientation, customer satisfaction and quality of service have become increasingly important issues in public organizations and organizational performance.

These components offer the best methods encompassing more aspects of the performance construct (Crowne and Marlowe 1964). Since improving organizational performance of public organizations is a basic concern in public administration, many researchers have focused on factors affecting performance of public organizations. However, empirically verifying these factors has presented a significant obstacle for researchers because defining and measuring organizational performance is very hard (Babin and Boles 1996).

Different stakeholders associated with the organization emphasize different criteria for evaluating organizational performance in accordance to their motivations, expectations and needs (Scott 2006). While external stakeholders focus more on outcomes and service quality, internal stakeholders like managers and employees emphasize efficiency. Similarly, researchers often disagree which indicators of performance are the most important. Cameroon (1986) pointed out the difficulty inherent in conceptualizing organizational performance or effectiveness. Because of the nature of the concept of effectiveness it is difficult to explain the entire meaning and name all the components of this construct. In literature, several theoretical attempts have been made to provide a comprehensive performance measurement for public sector organizations, (Chun and Rainey 2005).

While some scholars evaluate organizational performance generally, (Babin and Boles 1996).; Hedley 1998), others emphasize importance of performance measurements and monitoring (Hatry 1999, Hatry, et al. 1999; Lombardo 1999). For example, using more relatively standardized performance measures, Simon (1998) examined the performance

of seventy seven federal agencies based on whether they received the president's quality award. Various models on organizational performance have been processed in the literature. Public administration scholars tend to rely on single dimension of performance or single consolidated index. However, public organizations have multiple stakeholders and provide a wide variety of services; therefore organizational performance must be assessed from multiple perspectives (Boschken 1994).

Focusing solely on efficiency as performance measure may be misleading as this approach may lead researchers to ignore other important component of organizations such as equity and fairness. A more comprehensive evaluation requires a measurement approach encompassing multiple dimensions of performance such as internal and external criteria (Babin and Boles 1996,: Cameroon, 1986; (Latane, Williams and Harkins 1979). Similarly, (Babin and Boles 1996) argued that most of the empirical studies on the performance of public organizations have focused on one dimension of performance by selecting a single performance indicator.

Many of them have often used efficiency or productivity measures and neglected other important components such as fairness and customer satisfaction. Such an approach may offer misleading interpretations when it comes to performance (Babin and Boles 1996). Babin and Boles (1996) in their theoretical model conceptualized that organizational model have emphasized the internal and external dimensions of performance elements. These dimensions include internal efficiency, internal effectiveness, internal fairness, external efficiency, external effectiveness and external fairness. Both individual level and

organizational level factors have been included in this study model. They tested this theoretical model by using data from the 1996 Merit Principles Survey and found adequate evidence to confirm the majority of relationship in the model.

They found that culture, human capital, leadership and teamwork are organizational level factors that determine the performance of public organizations. On the other hand, individual level factors such as motivation, individual performance and public service motivation also have positive impacts with the organizational performance. Following the model developed by Babin and Boles (1996), Latane, et al (1979) investigated the relationship between organizational performance and individual factors such as job satisfaction, organizational commitment.

Latane, et al (1979) found a positive and statistically significant relationship between these individual level factors and the perceived organizational performance on public sector organizations in Korea. According to these findings, among individual level factors in model, job satisfaction indicates the strongest positive relationship with organizational performance. It has been suggested that employees who are satisfied by their jobs are more likely to perform better in an organization. Job satisfaction is also considered to be positively correlated with motivation, organizational commitment, and job involvement which are significant factors in organizational performance (Latane, et al 1979), Kreitner and Kinicki 2001, Spector 1997).

Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Kim 2000). Kim (2005) suggested that employees who are highly committed to their organizations are likely to exhibit higher levels of performance. This finding supports the argument that organizational commitment is positively associated with organizational performance (Blino, Turnley and Bloodgoog, 2003; (Latane, et al 1979).

2.3 Capital Resources for the Police Officers and their Influence on Performance

2.3.1 Resources for Communication

Communication systems are critical equipment in the law enforcement profession. Tremendous advances in wireless and digital capabilities have made this tool more valuable than ever. Among the many important issues of communication systems is the interoperability issue. Interoperability is the ability to share information in a secure, real-time environment. Of primary importance is that the systems and officers can actually talk to each other, regardless of the operating architecture. Several models currently exist that allow communications from different radio bandwidths to be synthesized into one system, (Bettencourt and Brown 2007).

Language barriers make it difficult to enforce the law. Translation services are available through the telephone and from local translators often affiliated with local colleges and universities, but these services are not the same as translation between an officer and a citizen on the sport. Today, handheld devices have speech recognition abilities. Developed for the U.S. military, these systems assist in communication through hundreds

of preset law enforcement phrases loaded onto a device about the size of a television remote control. When officers need to communicate with someone who does not speak English, they simply determine the language needed and begin touching the phrases on the touch pad. Two-way translation is not that far away, (Warren 2008).

Also available are desktop systems that translate an officer's speech into the desired language. Although this technology is not widely available now and the cost is high, within a few years the cost will come down, (Latane et al 1979). Another option is to use internet translation services. Some sites offer limited free translations (such as www.freetranslation.com); others are pay services that function similarly to telephone translation services, where an operator speaks the requested translated material, (Wilson 2001).

Communication technologies can offer police officer many useful methods for combating criminal activity, with such tools as GPS and advanced communications systems. Technologies such as body armor and less-lethal projectiles also improve the safety of both Police and the public. However, in an increasingly high-tech world, more and more crimes involve technologies and police must be prepared for them, (Blino, Turnley and Bloodgoog 2003).

Crime scenes do not always happen in convenient places. Now, with the arrival of a number of flashlights (crime lights) each with a different preset wavelength designed to detect hair, fibers, and body fluids at crime scenes, these lights allow a crime scene to be

processed faster and more thoroughly than ever before. Sites previously unreachable for powerful fluorescence examination are now accessible. The portability of today's crime scene examination light sources makes the remotest of rural locations or the top floor of a city building highly accessible for search. The in-car camera system has become a valued tool to confirm and ensure a high degree of police officers' professionalism. The ability to record video footage of events involving the public from a patrol car perspective has proven invaluable in such matters as traffic stops, criminal investigations and arrests, internal affairs, and training, (Babin and Boles 1996). These systems are constantly improving and becoming more cost effective. Using GPRs to track movement of criminals, (Wilson 2001).

From the time the first in-car cameras were installed to document roadside impaired-driving sobriety tests, the cameras have captured both intended and unintended video footage that has established their value. Most video recordings have resulted in convictions; many provide an expedited means to resolve citizen complaints, exonerate officers from accusations, and serve as Police training videos, (Boschken 1994). Occasionally, a video ends up on the evening news, as a humorous excerpt on other television programs, or (illegally) on such Web sites as YouTube or MySpace. The greatest value of the in-car camera system is that of a silent witness: the film is able to speak for officers when officers cannot speak for themselves.

Photo enforcement systems automatically generate red light violations and/or speeding summons and as a result greatly improve safety for monitoring the public. There are a

number of reputable vendors of photo enforcement systems available to communities. Systems exist today that can take photographs of suspects who are vandalizing property and even notify law enforcement agencies that vandalism is in progress, (Blino, Turnley and Bloodgoog 2003).

Graffiti is often a by-product of gang life, serving to tag a given gang's turf. By deterring gang-related graffiti, a gang communication mechanism is disrupted and gang activities can therefore be reduced. These cameras can also be used to monitor illegal dumping areas as well as to prevent loitering and deter other crimes. Modern graffiti cameras are wireless and solar powered. They can easily be moved to new locations, increasing the effectiveness of the cameras' deployment, (Wilson 2001).

2.3.2 Police Protective Equipment

Police uniforms and equipment have varied considerably from the inception of what was to become the earliest recognizable mainstream police force in various countries. With the various National Police Act became a more standardized practice throughout the late nineteenth century; the uniforms and equipment became equally standardized, (Boschken 1994). From a variety of home grown uniforms, bicycles, swords and pistols the Police force evolved in look and equipment through the long coats and top hat, to the recognizable modern uniform of a white blue shirt, black long trouser, reflective jacket and bullet prove vests, (Lombardo 1999).

Various items of equipment are usually carried on the duty belt of uniformed officers, although some have puoches attached to their stab vest, eliminating the need for a belt. Plain-clothes officers may wear a harness, which can be worn under clothes. They usually have baton, torch, leg or arm restraints. Extra equipment, such as a first aid kit (including a pocket mask, dispolicessable gloves, germicidal wipes, hypoallergenic tape, wound dressings, a triangular bandage and sterile plasters), may be stored in a patrol car. For much of the twentieth century up to the mid-1990s, male police officers wore a formal work jacket with polished silver buttons, and black trousers with a sewn in truncheon pocket. Following concerns about the Police uniforms' safety it was suggested that the uniform should be changed, (Wilson 2001).

The police officers were unarmed to clearly distinguish them from military enforcers, which had been the system of policing seen before the 1820s. Their uniform was also styled in blue, rather than the military red. Despite the service being unarmed, the then Home Secretary, Robert Peel, gave authorization to the Commissioner to purchase fifty flintlock pistols, for exceptional incidents that required the use of firearms, (Harkins and Szymanski 1988).

As time progressed, the obsolete flintlocks were decommissioned from service, being superseded by early revolvers. At the time, burglary (or "house breaking" as it was then called) was a common problem for police, as house breakers were usually armed. Due to the deaths of officers at the hands of armed criminals in the outer districts of the Metro Polis, and after much press coverage debating whether Peel's service should be fully

armed, the Commissioner applied to the Home Secretary to supply all officers on the outer districts with revolvers, (Lombardo 1999). These could only be issued if, in the opinion of the senior officer, the officer could be trusted to use it safely and with discretion. From that point, officers who felt the need to be armed could do so. The practice lasted until 1936, although the vast majority of the system was phased out by the end of the 19th century, (Harkins and Szymanski 1988).

In 1863, the Metro-politant police replaced the tailcoat with a tunic, still high-collared and the top hat with the custodian helmet, which is based on the Pickelhaube, (Harkins and Szymanski 1988). With a few exceptions (including the City of London Police ,West Mercia Police, Hampshire Constabulary and States of Guernsey Police Service), most forces helmet plates carry a Brunswick star. The helmet itself was of cork faced with fabric. The design varied slightly between forces. Some used the style by the Metropolitan Police topped with a boss, while others had a helmet that incorporated a ridge or crest terminating above the badge, or a short spike, sometimes topped with a ball, (Simon 1998).

The tunic went through many lengths and styles, with the Metropolitant police adopting the open-neck style in 1948 (although senior and female officers adopted it before that time). Senior officers used to wear peaked pillbox-style caps until the adoption of the wider peaked cap worn today. The custodian helmet was phased out in Scotland in the early 1950s. Female officers' uniforms have gone through a great variety of styles, as they have tended to reflect the women's fashions of the time. Tunic style, skirt length and

headgear have varied by period and force, (Simon 1998). By the late 1980s, the female working uniform was virtually identical to male, except for headgear and sometimes neckwear. Formal uniform comprises an open-necked tunic (with or without an attached belt, depending on the force and rank of the officer) and trousers or skirt, worn with a white or light blue shirt and black tie (usually clip-on] so it cannot be used to strangle the wearer, (Harkins and Szymanski 1988).

Until 1994 the No.1 dress was also the everyday working uniform, but today it is rarely seen except on formal occasions. The normal working dress retains the shirt and trousers. In some forces short sleeved shirts may be worn open-necked. Long sleeved shirts must always be worn with a tie or cravat, worn with or without a jersey or fleece. If a jersey, fleece or jacket is worn over a short sleeved shirt, then a tie must be worn. Officers also frequently wear reflective water proof jackets, which have replaced the old great coats and cloaks traditionally worn in inclement weather. Most officers now wear stab vests, a type of body armor, when on duty, (Simon 1998).

The Metropolitant police approved the use of name badges in October 2003 and new recruits started wearing the Velcro badges in September 2004. The badges consist of the wearer's rank, followed by their surname. Senior officers wear these in No.1 Dress, due to the public nature of their role.Increasingly officers are wearing 'Tactical' uniform to perform everyday roles as the increased level of equipment carried on the Police duty belts and operational requirements expand, (Harkins and Szymanski 1988).

Officers of the Police Service of Northern Ireland (PSNI) wear a uniform which is somewhat different, reflecting the different roots of the force and nature of the role that it carried out for much of its history. The main colour to be found is a dark and light green with the uniform looking very unlike Police uniforms over in Great Britain, (Scott 1977). The RUC officially described this as 'rifle green', that is to say the same color as used by Irish and rifle regiments of the British Army, such as the Rifles (formerly the Light Infantry and the Royal Green Jackets) and Royal Irish Regiment. This reflects the force's de facto status as more of a paramilitary force, or gendarmerie, than police forces in Great Britain. When the six new versions of the PSNI uniform were introduced, in March 2002, the term 'bottle green' was used for basically the same colour, (Cohen and Cohen 1983).

This was perhaps seen as being a less confrontational description and having less of a military connotation, in keeping with the spirit of the time. RIC uniforms were originally a very dark green almost black colour. The custodian helmet was never worn by either the RUC or the PSNI, although a similar design known as the "night helmet" was worn on night shifts by the RUC until the early 1970s and previously by the RIC, (Brewer and Selden 2000).

Constabulary and Police Service of Northern Ireland (formerly the Royal Ulster Constabulary) are issued firearms as a matter of routine. Every territorial Police force has a number of officers who are routinely armed in units generally called Armed Response Vehicles. Certain specialist squads, such as the Flying Squad, Special Branch, Diplomatic

Protection Group, Royalty Protection Branch and officers protecting airports along with government buildings, are routinely armed, (Crowne and Marlowe 1964).

2.3.3 Transporation for Police Officers

Transportation for police forces is provided by a number of ground vehicles, aircraft and watercraft. A police car is the description for a vehicle used by Police to assist with their duties in patrolling and responding to incidents, (Taylor 2003). Typical uses of a police car include transportation for officers to reach the scene of an incident quickly, to trasport criminal suspects, or to patrol an area, while providing a high visibility deterrent to crime. Some police cars are specially adapted for work on busy roads. In some areas of the world, the police car has become more widely used than police officers "walking the beat". This is because there has been a shift in the focus of police away from high visibility with "an officer on every street corner" to more focused services, sending officers out in response to incidents and also allowing patrols to cover a much greater area in less time, (Popovich 1998).

A police motorcycle is a motorcycle used by various police forces and departments. They may be custom designed to meet the requirements unique of a particular use. A police motorcycle is often called a "motor" by police officers in the United States. Similarly, *motorcycle units* are known as *motor units* and motorcycle officers are known as *motor officers*, (Chun and Rainey 2005).

The maneuverability of the motorcycle on crowded streets offers advantages that are not provided by larger and more traditional police vehicles. The motorcycle's relatively small size allows it to get to accident scenes more quickly when incidents such as traffic collisions slow down access by four-wheel vehicles, (Lew 2007).

A police bicycle is a land vehicle used by police departments, most commonly in the form of a mountain bicycle. They are designed to meet the requirements unique to each department. Use of bicycles instead of cars can make police officers more easily approachable, especially in low-crime areas, (Lew 2007). Bicycles can also be issued to police officers to enhance the mobility and range of foot patrols. Bicycles are also effective crime-fighting tools when used in densely populated urban areas. The bikes are nearly silent in operation and many criminals do not realize that an approaching person on a bike is actually a Police officer. Furthermore, if the criminal attempts to flee on foot, the riding police officer has a speed advantage while able to quickly dismount if necessary, (Popovich 1998).

Mounted police do patrols on horseback (equestrians) or camelback. They continue to serve in remote areas and in metropolitant areas where their day-to-day function may be picturesque or ceremonial, but they are also employed in crowd control because of their mobile mass and height advantage and increasingly in the UK for crime prevention and high visibility policing roles, (Lew 2007). Mounted police may be employed for specialized duties ranging from patrol of parks and wilderness areas, where police cars would be impractical or noisy, to riot duty, where the horse serves to intimidate those

whom it is desired to disperse through its larger size, or may be sent in to snatch trouble makers or offenders from the crowd, (Harrington 2001).

A police aircraft is a rotary-wing aircraft, fixed-wing aircraft, non-rigid-wing aircraft or lighter-than-air aircraft used in police operations. They are commonly used for traffic control, ground support, search and rescue, high-speed car pursuits, observation, air patrol and riot control. In major cities in the United States, police helicopters are also used as air transportation for SWAT personnel, (Chun and Rainey 2005). Police helicopters are normally equipped with variants such as night vision, FLIR, infrared, surveillance cameras, radar, special radio systems and engines, loudspeaker systems, tear gas dispensers, searchlights, winches and winch cables, flashing light beacons, police rescue equipment and special seating. Weapons are usually not attached to the aircraft. Police forces sometimes use military surplus helicopters, such as the Bell UH-1 Huey, but most buy their helicopters directly from major aircraft companies with necessary modifications, such as appropriate radios and high-powered police-lamps, (Levinson, 2005).

A police boat is usually a small or medium-sized vessel that is used by police agencies to patrol bodies of water. They are usually employed on major rivers, in enclosed harbors near cities or in places where a stronger presence than that offered by the Harbormaster or Coast Guard is needed, (Harrington 2001). Police boats sometimes have high-performance engines in order to catch up with fleeing fugitives on the water. They have

been used since the beginning of the 20th century. See appendix III for sample of police vehicle attached to Pangani Police station.

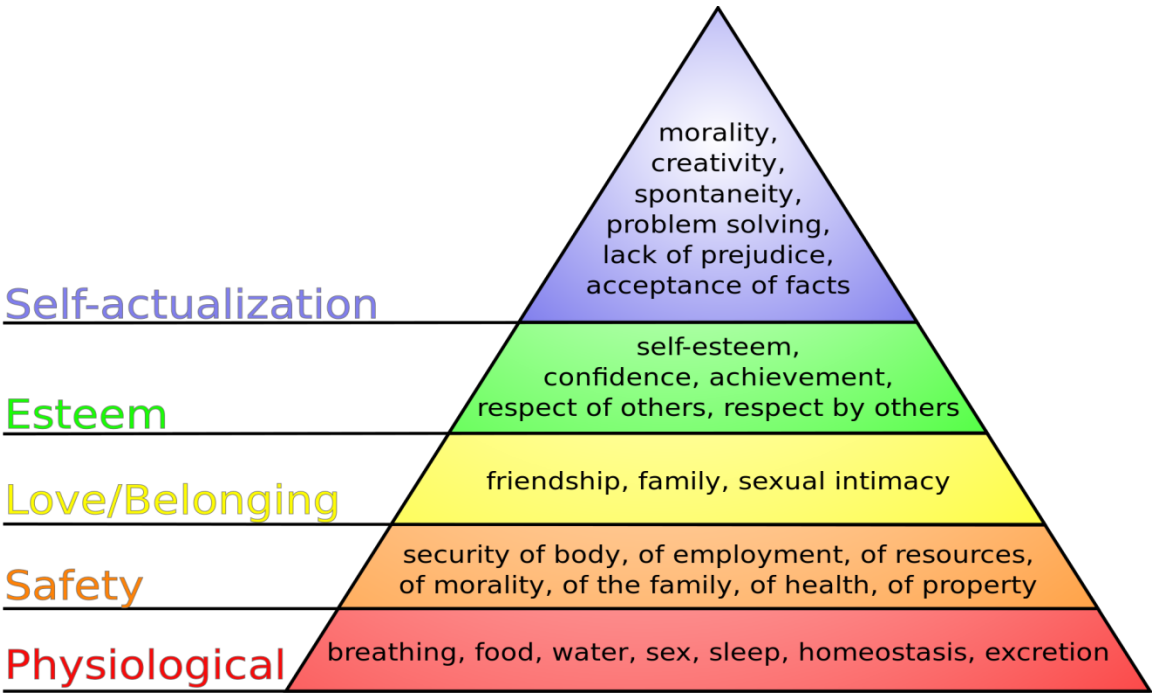
2.4 Theoretical Framework

This study is anchored on the theory of the hierarchy of needs by Abraham Harold Maslow1943 and Theory of performance by (Cameroon 1986).

2.4.1 Theory of Hierarchy of Needs

Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Gordon 1965). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on. See figure 2.1:

Figure 2.1: Maslow's Hierarchy of Needs Theory



The different levels of needs on Maslow's hierarchy are, physiological needs, these are biological needs which consist of the need for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction, (Gordon 1965). Safety needs, when all physiological needs are met and are no longer controlling thoughts and behaviors, the needs for security can become active.

While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe. Needs for love, affection and belongingness when the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging. Needs for esteem, when the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others, (Maslow 1954).

Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless. Needs for self-actualization, when all of the foregoing needs are

satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization, (Maslow 1954).

The aforementioned theory may be applied to the roles of capital resources and the management of the Police officers in Kenya in improving their performance. Maslow's hierarchy of needs where the lower order needs (physiological and safety needs) may be linked to organizational resources. Every new organization passes through this lower order stage in which they struggle with their basic survival needs. At the third level of the Maslow's hierarchy, social needs would corresponds to the formation of organized roles within the Kenya Police service into distinct units, depicting the human resource management function which resonates according to the tone set by organizational culture, (Maslow, 1954).

The positive interaction of Kenya police service and its human resource management would result in self-esteem and self-actualization. This is manifested through the police officers performance which showcases the strength and reliability of their organization in the face of competitors. It also implies that Kenya Police Service through the police

officers has excelled and met their objectives, mission and vision statement, i.e. a stage that can be considered parallel to self-actualization, (Maslow 1954).

The hierarchy of needs theory is relevant to this study as the theory is applicable to the capital resources provided to the police officers and their performance. This is because the theory is able to suggest that the Kenya Police service can lead its employees or subordinates to become self-actualized through provision of adequate resources to carry out their duties. The idea implies the dual role of the theory first to Kenya Police Service and second to the Police officers on the basis that both the service as an organization and the Police as employees must decide on the performance of organization, and that when employees put in their best in the service of the organization, the culture and human resource practice should also ensure that the employees' level of needs are reflected in the values the organization holds with high esteem, (Gordon 1965).

2.4.2 Theory of Performance

The Theory of Performance develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements, (Cameroon 1986). To performis to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performancedescribes location in the journey. Current level of performance depends holistically on 6 components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a

performer's mindset, immersionin an enriching environment, and engagement in reflective practice, (Boschken 1994).

Rationale for a Theory of Performance

Humans are capable of extraordinary accomplishments. Gandhi led a nonviolent revolution that liberated India from colonial rule. On September 12th, 1962, JFK challenged the country to "*go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills*." (Boschken 1994).

Wonderful accomplishments also occur in day-to-day practice in higher education. An advisor inspires students to follow their dreams. A teacher magically connects with students. A researcher continually asks the quintessential questions that lead to revolutions in thinking. A dean inspires an entire college to collaborate and attain wonderful outcomes.Since worthy accomplishments are produced from high-level performances, is useful in many learning contexts, (Cameroon 1986).

Traditional Contexts

A theory of performance informs learning in classrooms, workshops, and other venues that are traditionally associated with learning.

Non-traditional Contexts

A ToP informs learning in contexts that are not traditionally conceptualized as learning environments. Examples of these contexts include academic advising, self-development, departments, academic committees, professional research groups, colleges among others.

Organizational Learning

A ToP informs learning by organizations through the idea of examining the "level of performance" of the organization.

Performance

To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. In some instances, the performer is an individual. In other performances, the performer is a collection of people who are collaborating such as an academic department, research team, committee, student team, or a university, (Kreitner and Kinicki 2001).

Level of Performance

Performance, as the adage goes, is a "journey not a destination." The location in the journey is labeled as *"level of performance."* Each level characterizes the effectiveness or quality of a performance. As a lawyer improves her level of performance, she can conduct legal research faster, more thoroughly, and more in-depth.As an academic department improves its level of performance, the members of the department are able to

produce more effective student learning, more effective research, and a more effective culture, (Spector 1997).

As a manager advances his level of performances, he is able to organize people and resources more effectively and to get higher quality results in a shorter time.As a teacher advances his levels of performance, he is able to produce deeper levels of learning, improved levels of skill development, and more connection with the discipline for larger classes while spending less time doing this. As an actor improves his level of performance, he is able to learn parts quicker, play more varied roles, and produce a deeper and more meaningful impact on audiences, (Kreitner and Kinicki 2001).

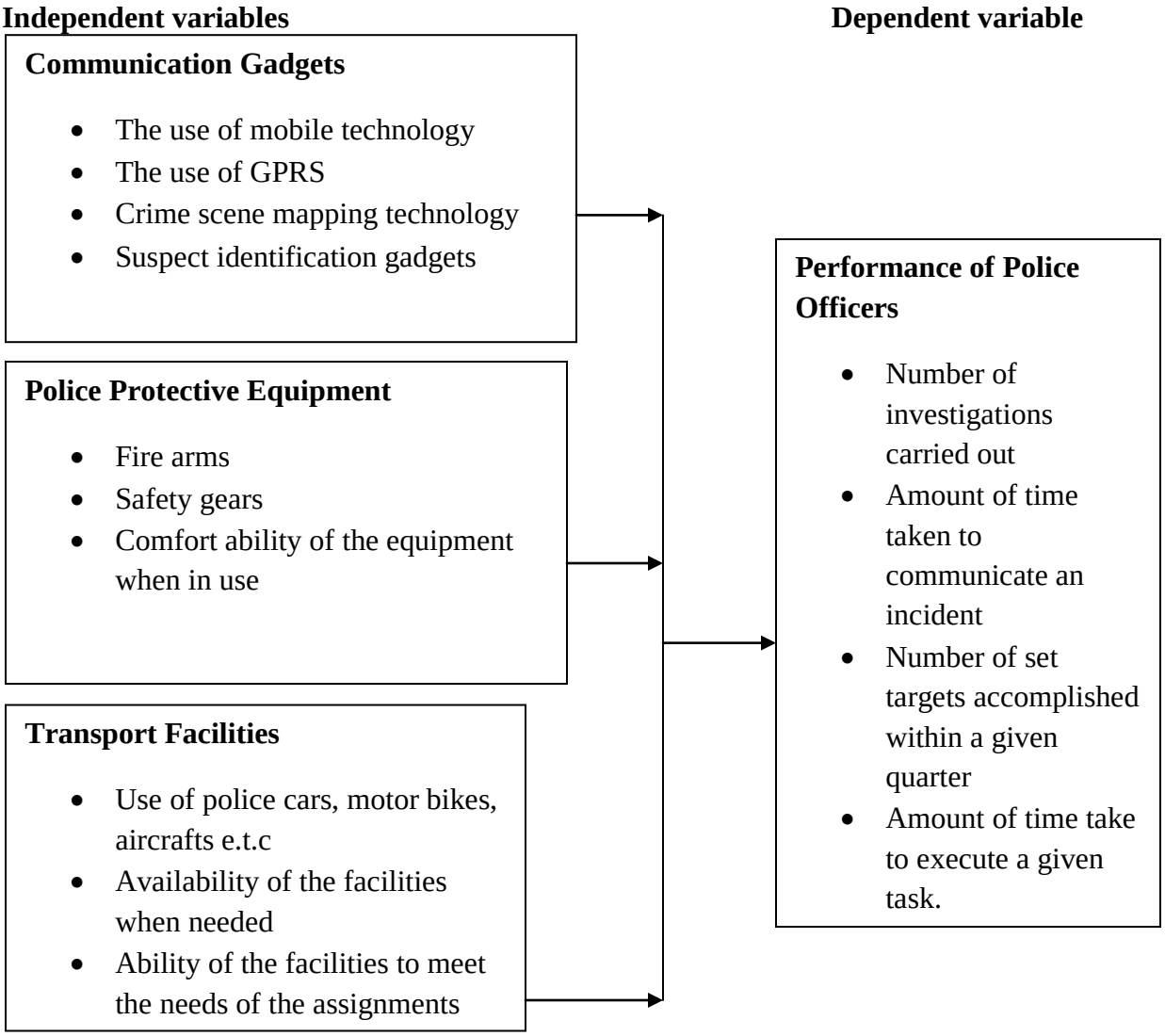
Performance advancing through levels is shown where the labels “Level 1,” “Level 2,” etc. are used to characterize effectiveness of performance. That is, a person or organization at Level 3 is performing better than a person or organization at Level 2. As shown performing at a higher level produces results that can be classified into categories. Quality increases—results or products are more effective in meeting or exceeding the expectations of stakeholders, (Brewer and Selden 2000). Cost decreases—amount of effort or financial resources to produce a result goes down; amount of waste goes down. Capability increases ability to tackle more challenging performances or projects increases. Capacity increases ability to generate more throughput increases. Knowledge increases - depth and breadth of knowledge increases. Skills increase abilities to set goals persist, maintain a Police Officerssitive outlook, etc. increase in breadth of application

and in effectiveness. Identity and motivation increases—individuals develop more sense of who they are as professionals; organizations develop their essence, (Kim 2005).

2.5 Conceptual Framework

In this study, performance of the Police officers is the dependent variable which was measured by looking the officer's effectiveness in carrying out their duties as well as their efficiency. i.e improvement in skills and time taken to apprehend criminals, respond to distress, time taken to arrive at the scene of crime, level of investigative techniques, ability to deliver on their duties within the expected time and ability to carry out their duties professionally. The dependent variables are communication gadgets, Police protective equipment and transport facilities. The relationship has been presented as on in figure 2.2.

Figure 2.2: Conceptual Framework



Source: researcher 2016

The researcher conceptualized that if the police officers were well provided for with means of communication, well equipped in terms of being armed, well protected during operations and are comfortable using the equipment provided and have reliable means of transport, they would be able to deliver on their duties and therefore improve on their performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology employed to achieve the study objectives. It is broken into the study design, target population, sample size and sampling techniques. It also gives a brief description of the instruments used, their validity and reliability, data collection procedures, data analysis techniques and methods of data presentation.

3.2 Study Design

The study was carried out using descriptive survey design. This design is appropriate because it is relatively inexpensive and is useful in describing the characteristics of a large poulation (Grbich 2007). It gives considerable flexibility to the analysis and standardization of questions and makes measurement precise by enforcing uniform definitions upon the participants. The study was a descriptive survey of the capital resources available for Police officers based in Starehe Division and how they have influenced the officers' performance.

3.3 Target Police Officerspulation

The study was carried out in Starehe Division, in Nairobi County and specifically targeted the Officers Commanding Station (OCSs) and Police officers in Starehe Division. Precisely the study was targeting all the Police stations under Starehe Division.

Currently there are 5 police stations in the Division which are Pangani, Muthaiga, Kariobangi, Huruma and Ruaraka with an estimated population of police officers serving in various ranks (Starehe Division Office 2011).

3.4 Sample Size and Sampling Procedure

The sample size was drawn from the station registers which formed the sampling frame by employing proportionate sampling technique. All the OCSs under the area of study were sampled out as key informant respondents because each of the station has only one OCS. The police officers were picked from each of the stations through stratified sampling technique. Stratified sampling was done based on the stations under which officers serve. Then the study adopted Grbich's (2007) recommendation of picking on a sample of 10 % to 30 % from the target population. Therefore the sample size for this study was 165 respondents representing 30 % of the target population. This sample comprised of 160 officers and 5 OCSs. The officers were then proportionatelty grouped based on their population representation (ratio) from each of the stations at the Division level. Therefore the sample was distributed as shown in table 3.1.

Table 3.1: Sampling Table

Station	**Police population Representation**	**Police population Ratio**	**Sample Size**
Pangani	155	0.258	42
Muthaiga	133	0.24	40
Kariobangi	92	0.159	26
Huruma	84	0.20	33
Ruaraka	93	0.143	24
Total	**557**	**1.00**	**165**

Out of a preselected list of police officers, the respondents were chosen on from their stations of work and each of the respondents participated voluntarily.

3.5 Research Instruments

The study required both primary and secondary data. In this case, the study employed the use of questionnaires and interview guides as the research instruments. The questionnaires were used to obtain data from the police officers in the stations. Questionnaires have been chosen because they are convenient to use when handling a large group of respondents and contain both open and closed questions, (Scott 2006). The questions in the instruments were of various types and included multiple choice, numeric open end and text open end, rating scales as well as agreement scales.

The first section of the questionnaire carried questions on the demographic characteristics of the officers, the positions held, duties and responsibilitues, stations of service and duration of working in the various stations. The second section was focused on the study objectives. The interview guides were used to collect data from the Officer Commanding Station (OCSs) in the five stations or their deputies. These were chosen because they enabled the researcher to get in depth information on the study title. The major sources of secondary data were the documents and records of the organizations, the annual reports and the literature reviewed.

3.6 Validity and Reliability of the Instrument

Validity is the appropriateness, meaningfulness and usefulness of the inferences a researcher makes from the research instruments. Validity therefore has to do with how accurate the contents of the research instruments are able to generate the relevant data for the study, (Cochran 1993). To ascertain the validity of the research instruments, the researcher sought expert advice from the supervisor in order to ensure that the research instruments were developed to achieve the study objectives.

Prior to preparation of the actual instruments, drafts were circulated to some respondents regarding the objectives of the study. Certain files and documents were attached which could help the Police officers in knowing about the importance of organizational support and performance studies. This was to create awareness among the respondents about the study being conducted and how important their participation was in order to make the study a successful one. Polit et al (2001) advices that after consultation discard all

unnecessary, difficult or ambiguous questions, assess whether each question gives an adequate range of responses, establish that replies can be interpreted in terms of the information that is required, check that all questions are answered, re-word or re-scale any questions that are not answered as expected, shorten and revise if possible.

Reliability refers to the consistency of scores or answers from one administration of an instrument to another and from one set of items to another (Singleton et al 1988) and the closer the value is to + 1.00, the stronger the congruence measure (Mugenda and Mugenda 1999). To ascertain reliability of the study instruments, a pretest was done before the main survey through a pilot study by picking 3 respondents from Pangani Police Station where the researcher is based. The respondents used in the pilot study were not used during the main study. Prescott and Soeken (2009) advices that in order to test for reliability of the study instruments, administer the instruments to pilot subjects in exactly the same way as it will be administered in the main study, ask the respondents for feedback to identify ambiguities and difficult questions, record the time taken to complete the questionnaires for instance and decide whether it is reasonable.

After that, the researcher employed split half technique to ascertain the coefficient of internal consistency (the congruence measure) by comparing the results of the pilot study with the results of the main study. In this case the instruments were split into two by placing the even numbered and odd numbered ones into their sub-tests. The scores of all the odd and even numbered scores for all items were computed separately. Then the odd numbered scores for all items were correlated with the even numbered scores to obtain

the congruence measure. The congruence measure was valued at 0.79, which is above the thresh hold of 0.7 and therefore the instruments were considered reliable for this study.

3.7 Data Collection Procedures

After approval of the proposal, the researcher obtained a research permit from the University of Nairobi, Sociology Department (see appendix IX) to allow him collect the data. This was followed by making contacts with the OCSs through the OCPD from the selected Police stations who were expected to guide the researcher on how to reach the respondents. The context of the research was explained to the participants. At the stations the researcher was guided by the OCSs in identifying the respondents who could be allowed to give opinions to the public and police assessed reliable information on the influence of capital resources on performance of the police officers.

This was followed by identification of research enumerators where they were trained on data collection techniques. The training of the enumerators and pre-testing of the research instrument took one week. After pre-testing various issues arising were incorporated into the instrument. Sampling was done and the data collection exercise commenced immediately. The entire data collection exercise took approximately 3 weeks. After the data collection, checking was done to check for obvious errors and inconsistencies. At the end of each day, the researcher held a brief meeting with the enumerators to review the day's experiences and also check the progress of the data collected and any challenges encountered. At the same time all the questionnaires administered in a particular day were collected at the end of the day to avoid cases of alterations of the data.

3.8 Data Analysis Techniques

The data from the field was both quantitative and qualitative in nature comprising of numeric and non-numeric types. Before the analysis, the data was prepared by checking for accuracy and entering it into the computer. The raw data was appropriately coded in readiness for analysis in order to organize it and provide a means to introduce the interpretations into quantitative methods. This was entered into the computer through SPSS, presented in tables, analyzed and interpreted accordingly. Descriptive statistics such as, frequencies, percentages were used to analyze the data.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the research findings on the influence of capital resources on performance of police officers in Starehe Division in Nairobi County. The results are presented in five sections. The first section is on the instruments return rate, second section is on demographic information of the respondents, third section is on the influence of communication gadgets on performance of police officers, fourth section is on the influence of police protectice equipment on performance of police officers and the fifth section is on the influence of transport facilities on performance of police officers.

4.2 Research Instruments Return Rate

The researcher issued 160 questionnaires to the police officers and 5 OCSs were interviewed. In cases where the OCS could not be found, the deputy OCSs were interviewed. They response rate was presented as shown in table 4.1.

Table 4.1: Research Instruments Return Rate

Station	**Questionnaire**		**Interview Schedule**	
	F	**%**	**F**	**%**
Muthaiga	35	24.0	1	20
Pangani	32	21.9	1	20
Kariobangi	31	21.2	1	20
Huruma	27	18.5	1	20
Ruaraka	21	14.4	1	20
Total	**146**	**100**	**5**	**100**

From the table, the total response rate was 151 which represent 91.5% of the sampled respondents [that is 146 officers plus 5 OCSs]. From this, 2 OCSs and 3 deputy OCSs participated in the study at 20% from each station, Muthaiga police station had the highest response rate among the police officers at 24.0%, Pangani was second at 21.9% followed by Kariabangi at 21.2%. Huruma and Ruaraka had a response rate of 18.5% and 14.4% respectively.

4.3 Demographic Information of the Respondents

This section presents information of gender distribution of the police officers, age, the number of years they have worked with the Kenya Police Service, the number of years they have worked in their specific stations, their positions, day to day responsibilities, level of education, professional qualification and the number of years they have been in their current positions. These have been presented as follows.

4.3.1 Gender Distribution of the Police Officers

The Police officers were asked to indicate their sex. The results were presented in table 4.2.

Table 4.2: Distribution of Police Officers by Sex

Gender		**Frequency**	**Percent**
	Male	122	83.6
	Female	29	16.4
	Total	**151**	**100.0**

The study found that majority of the police officers are men at 83.6% while the women police officers were ranked at 16.4%. This implies that the Kenya Police Service is way below achieving gender parity in its composition and even the 30% affirmative action stipulated in the constitution has not been met yet.

4.3.2 Ages of the Police Officerslice Officers

The police officers were further asked to indicate their age. The response was presented in table 4.3.

Table 4.3: Distribution of the Police Officers by Age

Age in years		Frequency	Percentage
	36-45 years	73	48.3
	26-35 years	54	35.8
	46-55 years	16	10.6
	18-25 years	8	5.3
	Total	**151**	**100.0**

The results shows that 48.3% of the police officers are aged between 36-45 years, they were followed by the officers aged between 26-35 years at 35.8%, those aged between 46-55 years were rated at 10.6% while the youngest officers at 18-25 years were rated at 5.3%.

4.3.3 Number of Years Worked with Kenya Police Service

The study sought find out how long the police officers have worked with the Kenya Police Service. The response was present in table 4.4.

Table 4.4: Number of Years Police Officers Have Worked with KPS

No. of years with KPS		Frequency	Percentage
	over 10 years	59	39.1
	6 – 10 years	48	31.8
	Less than one year	23	15.2
	1 – 5 years	21	13.9
	Total	**151**	**100.0**

The study found out that majority of the officers have worked with KPS for over 10 years – some going up to 30 years at 39.1%, they were followed by those who have worked with the service for 6-10 years at 31.8%, then those who just graduated from college this year were ranked at 15.2% for having worked with the service for less than 1 year while the 13.9% have worked with KPS for 1-5 years.

4.3.4 The Number of Years the Police Officers have worked in their Respective Stations

To be more precise the researcher sought to establish the number of years the police officers have worked in their specific stations. The response was presented in table 4.5.

Table 4.5: Number of Years in Specific Stations

Station		Number of years in this station			Total
		Less than one year	1 – 5 years	6 – 10 years	
Muthaiga	**F**	24	11	1	36
	%	16.4	7.5	0.7	23.9
Pangani	**F**	17	15	1	33
	%	11.6	10.3	0.7	21.9
Karioban gi	**F**	21	9	1	31
	%	14.4	6.16	0.7	21.26
Huruma	**F**	14	12	1	27
	%	9.6	8.2	0.7	18.5
Ruaraka	**F**	9	11	1	21
	%	6.16	7.5	0.7	14.36

N = 151

The study found out that most of the police officers have served in their various stations for less than one year at 58.2% where majority were drawn from Muthaiga Police station

at 16.4%, 14.4% from Kariobangi, 11.6% from Pangani, 9.6 % from Huruma and 6.16% from Ruaraka. Then those who have served in the stations for 1-5 years were rated second at 39.7% where 10.3% were from Pangani, 8.2% from Huruma, 7.5% from Muthaiga and Ruaraka each and 6. 16% from Kariobangi. Those who have been working in their current stations longest, for 6-10 years were rated at 2.1% where 0.7% were each drawn from Huruma, Kariobangi and Ruaraka.

4.3.5 Positions Held by the Respondents

The respondents response on the officers' positions was presented in table 4.6.

Table 4.6: Positions Held by the Respondents

Position		**Frequency**	**Percentage**
	Constable	88	58.3
	Corporal	50	33.1
	Sergeant	8	5.3
	Deputy OCS	3	2.0
	OCS	2	1.3
	Total	**151**	**100.0**

The study found that the police officers who hold the position of a constable were highest at 58.3%. They were followed by the officers who are corporal at 33.1%, and the officers who are sergeants were rated at 5.3%, the deputy OCSs were rated at 2.0% who represented the OCSs in Muthaiga, Pangani and Ruaraka Police Stations while there were 2 OCSs from Kariobangi and Huruma at 1.3%.

4.3.6: The Responsibilities Held by the Respondents

In their various positions, the respondents were asked to indicate their responsibilities. The results were presented in table 4.7.

Table 4.7: The Responsibilities Held by the Respodents

Position	Responsibilities	Frequency	Percentage
Corporal / constable	General duties, administration, in charge, armoury, reports office and central, ensuring guard, patrol duties, maintaining law and order, protect lives and properties and carrying out investigations, preventing crime	122	80.79
Inspectors, OC crime,	Crime Investigation, ensures cases are well investigated, apprehension of offenders, taking to court of arrested	20	13.2

	offenders, overseeing investigations		
Deputy OCS	Supervision of all the activities within the stations and assigning duties to officers, taking offenders to court, apprehension of offenders	3	9.9
CorPolice Officersral	Driver, transporting officers, bosses and criminals into and out of the stations	3	2.0
	Gender Issues	1	0.7
OCS	Responsible for the efficient running of a station, reporting all occurrences to the OCPD	2	1.3
Total		**151**	**100**

The study found that the OCSs are responsible for the efficient running of a station and reporting all occurrences to the OCPD at 1.3%. The corporals and constables are

responsible for crime investigation, ensures cases are well investigated, apprehension of offenders, taking to court of arrested offenders, overseeing investigations, responsible transporting the officers, bosses and criminals into and out of the stations at 80.79%. The deputy OCSs are responsible for supervision of all the activities within the stations and assigning duties to officers and dealing with gender issues.

4.3.7: Level of Education of the Police Officers

Response on the police officers' level of education was presented in table 4.8.

Table 4.8: Level of Education of the Police Officers

Level of education		**Frequency**	**Percentage**
	Ordinay level	122	80.8
	Tertiary	14	9.3
	Under graduate degree	15	9.9
	Total	**151**	**100.0**

Most of the police officers have attained the O levels at 80.8%, those with diploma in areas such as criminology, diploma in sociology among others were ranked at 9.3% while those who have degrees in various fields were rated at 9.9%. Other than being Police officers, some of the officers have other professions such as degree in engineering,

diploma in sociology, criminology, human resource management, teaching while others have trained as people who print.

4.3.8: Number of Years in the Current Position

The response on the number of years the respondents have been in their current position was presented in table 4.9.

Table 4.9: Number of Years in the Current Position

Number of years in the current Position		**Frequency**	**Percentage**
	1 – 5 years	43	28.5
	6 – 10 years	44	29.1
	Less than one year	39	25.8
	Over 10 years	25	16.6
	Total	**151**	**100.0**

The study found that 28.5% have served in their current position for 1 - 5 years, 29.1% of the officers have been in their current position for 6 – 10 years, 25.8% have been in their current positions for less than one year while 16.6% have served in their current position for over 10 years.

4.4: The Influence of Communication Resources on Performance of Police Officers

The first item in this section sought to find out the communication gadgets provided to the Police officers and their uses. The response was presented as follows.

4.4.1 The Communication Gadgets Used by the Officers and their use

The response on the means of communication provided to the Police officers was presented in table 4.10.

Table 4.10: The Communication Gadgets Used by the Officers

Gadget	Frequency	Percentage
Mobile phones	143	98.0
VHF/HF	132	90.4
Hand set radio	117	80.1
Police pocket phones	78	53.4
Land line phones	37	25.3
Vertex	31	21.23
Computers	6	4.67
Whistle	2	1.4

N = 151

Among the communication gadgets provided to the police officers, mobile phones are the most common at 98.0%, these are followed by the VHF/HF at 90.4% (see appendix IV for a VHF II), hand set radios were ranked at 80.1%, police pocket phones were also common at 53.4%, land line phones were rated at 25.3%, vertex were used at a response rate of 21.23% while the whistles were used at 1.4%. With these gadgets the officers are

able to communicate among themselves and their bosses during and out of work, send information between the departments and sections, disseminate information across the stations and the whole country at large, send alerts, communicate with the public, tracking criminals, kidnapers and gangs and collection of intelligence.

Further the communication gadgets are used for repporting security incidences in real time and monitor security across the stations at all times, assist in getting the whereabouts of victims of crime, the officers when send on the ground, for circulation of information across the police stations especially stolen motor vehicles, kidnapped persons, ensuing security threats, for making emergency deployment of the police officers to various scenes ofcrime and security incidences. This has been demonstrated in the following case study.

Case Study 4.1; Use of Mobile Phones and the GPRS to Track Bank Robbers

During the study, the OCS from Kariobangi Police Station narrated how the modern technology has had a significant impact on security situation in Kenya in general. He says that the current technology is one of the key drivers to the prevailing security situation where crime incidences have significantly reduced. He cites a case in which a bank robbery occurred in Equity Bank in Kariobangi area in Nairobi. This is in his jurisdiction. After the robbers had left the police were called in and investigations started by questioning the workers in the bank.

One of the issue that came out during the investigation was the fact that the robbers had earlier on called the bank informing them that they had been sent from the head office to do repairs to one of the sewer lines that was mulfuntional. So the police used the mobile numbers to trace the robbers and nabbed them after three weeks in Nairobi. The police employed the use of GPRS to track the particular location where the owner of the mobile phone was at any given time and eventually caught up with him and some other two people in Nairobi's CBD. They have since been imprisoned together with their accomplices in the bank who were caught later.

4.4.2 Influence of Communication Gadgets in Performance of Police Officers

The researcher identified some statements and asked the police officers to indicate their level of agreement to show how the communication gadgets they have been using have influenced their performance. The response was presented in table 4.11.

Table 4.11: Influence of Communication Gadgets on Performance of Police Officers

Influence of communication gadgets on performance of police officers	**Frequency**	**%**
With the use of technology we don't have to be present at the scene of crime as we are able to track down on the activities in remote areas	102	70
With the concept of crime mapping technology, we have been able to pick out the suspects almost immediately	86	59
Through the use of GPRS we have been able to trace	79	54

criminals and apprehended them before escaping		
With the use of technology we can easily process data on suspects and execute the court process within the required time	79	54
I use my phone to conduct investigations even when am out of scene of crime	74	51
With the use of technology we are able to monitor criminal activities within the our jurisdictions at all the time	74	51
I have been able to consult my colleagues and bosses when carrying out my assignments instantly through the means of communication provided	63	43
With the use of mobile phones I have been able to execute my duties on time	50	34

N = 151

The use of communication technology has enabled the police officers to track security situations in their jurisdictions without having to be present at the scene at 70%. At the same time, the officers are able to pick out suspects almost immediately with the use of crime mapping technology at 59%. Further the police officers indicated that through the use of GPRS they have been able to trace criminals and apprehended them before escaping and can easily process data on suspects and execute court processes within the required time at 54% each. They offices also said that they use their mobile phones to conduct investigations without having to go to the scenes of crime 51%, they are also able to monitor criminal activities within their jurisdictions at 43%, at the same time, the

police officers are able to consult their colleagues and bosses when carrying out assignments on real time at 43% and being able to effectively execute their duties on time at 34%.

4.5: The Influence of Police Protective Equipment on Performance of Police Officers

4.5.1 Protective Equipment Provided to the Police Officers and their Uses

The respondents were asked to indicate the equipment provided to them. The response was presented in table 4.12.

Table 4.12: Police Protective Equipment

Equipment	Frequency	Percentage
Water Canon	151	100
Tear Gas	151	100
Hand Cuffs	151	100
Fire arms / ammunition (rifle, G3).	151	100
Police Uniforms	151	100
Housing	151	100
Helmet	123	84.2
Shield	102	69.9
Batons	90	61.6
Knee Caps	86	58.9
Bullet Proof Clothing	79	54.1
Riot Gears	67	45.9

N = 151

All the police officers indicated that they are provided with water canons, fire arms/ammunitions, uniforms and housing at 100% responsrate in each case. 84.2% indicated that they have helmets, 69.9% indicated that have shields, 61.6% indicated that they have batons, 58.9% indicated that they have knee caps, 54.1% indicated that they have bullet proof clothing, 45.9 while have riot gears. See appendix II for a female officer from Pangani Police Station in full police uniform.

With these equipment the officers are able to protect themselves from any form of harm from rioting crowds/criminals, they use water cannons, batons, riot gears, and tear gas to disperse crowds, they use hand cuffs to restrain offenders from fleeing during arrest, they use fire arms for protection of lives and property, self-protection, immobilizing/disarming fleeing criminals, bullet proofs are used to protect the officers from harm by criminals in a shootout while uniforms are used for identity and to convey the authority given the police officers by the Government. Further the equipment are used to aid the officers in operations in the Police work, while batons and shields are used to disperse unlawful assemblies/riots. As such they are able to execute their duties as expected because they feel well taken care of.

4.5.2 The Influence of Police Protective Equipment on Performance of police officers

The researcher asked the officers to indicate their level of agreement with the statements on table 4.13 which denotes the influence of police equipment in performance of police officers.

Table 4.13: The Influence of Police Equipment on Performance of police officers

Influence of Police Equipment on Performance of Police Officers	**Frequency**	**%**
Am given protective gears for all weather and therefore my duties never get interrupted	108	74
My health is well taken care of through provision of protective gears and therefore I am always at peace when on assignments	98	67
The protective gears do not give me any form discomfort even when I am running	92	63
Am always well protected when am on assignments and therefore I always deliver	92	63
The protective gears provided to me makes me feel courageous to carry put any duty regardless of how dangerous	88	60
The protective gears provided to me are the right size and therefore I don't feel any discomfort using them	85	58
Because I am well armed, I have been able to execute my duties as expected	83	57
We are continuously provided with protective gears and therefore we cannot fail to deliver on our duties at any time	82	56

Because I am well armed, am very confident in carrying out my duties	80	55
I don't fear going into crime scenes because I am well armed	79	54

N = 151

The police officers said that they are given protective gears for all weather and therefore their duties never get interrupted at 74%, their health is well taken care of through provision of protective gears and therefore they are always at peace when on assignments at 67% and the protective gears given are very comfortable for their activities at 63%. the officers further indicated that they are always well protected when on assignments and therefore they always deliver at 60%, the protective gears provided makes them feel courageous to carry out any duty regardless of how dangerous it might appear at 58%, the protective gears provided are of the right size and therefore they don't feel any discomfort using them at 57%. The Police officers also said that because they are well armed, they are able to execute their duties as expected at 56%, they also don't fear going to scenes of crime because of the fire arms they are given 55% which gives them confidence while working.

Case Study 4.2: Tracing of Criminals in their Hide Outs

During the study, we gathered that one of the police officers from Pangani is said to have finished the Mungiki Members in Mathare Slums. It is said that he has ensured that there

is no member of the Munguki sect leaving in the area because he and his team will trace them to the most dangerous hide out one can think of.

The officer and his team were known to be so courageous once they were armed and could not spare any criminal activity in the area regardless of how dangerous it seemed to the members of the public. It is said that he had such a good communication network for collecting intelligence repports that no actions or presence of any member of the Mungiki would go without him knowing. They said that he would storm all the hide outs as long as he is armed. He operates in plain clothes and therefore made it very difficult for criminals to know when he was carrying out operations. They have attributed this to the fact that he was very confident in executing his duties under the protective equipment protective equipment provided.

4.6 The influence of Transport Facilities in Performance of Police Officers

This section presents data on the transport facilities provided to the police officers, their use and how they influence the officer's performance. The results are as follows.

4.6.1 Transport Facilities Provided to the Police Officers and their Uses

The officers were asked to indicate the transport facilities provided to them and what they use them for. The response was presented in table 4.14.

Table 4.14: Transport Facilities

Facilities	**Facilities**	**Percentage**
Motor vehicles – canter, lorries, vans, land rovers/land cruisers, small cars	150	95.9
Motorcycles	120	82.2
Police Helicopters	53	36.3
Horse/donkey	47	32.2

N = 151

Various categories of motor vehicles which includes canters, lorries, vans, land rovers/land cruisers, small cars (see appendix III for a double cabin and a motorcycle from Pangani Police station) were the most provided for at 95.9%, the motor cycles were rated at 82.2%, Police helicopters were ranked at 36.3% while the donkeys/horses were ranked at 32.2%.

The transport facilities provided are used for patrolling the jurisdictions, ferrying suspects, ferrying dead bodies to the mortuaries, deployment of duties, visiting scenes of crime, accidents, taking prisoners to court, rescuing victims, taking victims to the hospitals, transport equipment to various point, transporting food to the officers and relief food to disaster infected areas, for the officers welfare, for presidential and dignitaries escort and chasing criminals among many others.

4.6.2 The Influence of Transport Facilities on Performance of Police Officers

Table 4.15: The Influence of Transport Facilities on Performance of Police Officers

The Influence of Transport Facilities on Performance of Police Officers	**Frequency**	**%**
The motor cycles are used in patrolling the areas under our jurisdiction at all the time	124	85
The transport facilities provided helps us in responding to incidents in time	120	82
We are provided with fully loaded Police cars which are on 24 hour surveillance of security situation	120	82
We are able to give reinforcements in other areas because we can easily move by use of aircrafts, cars, lorries, motor cycles	120	82
We are able to catch up with criminals due to the transport facilities we have	112	77
The vehicles used here have helped in transporting officers to various stations	110	75
Due to the availability of transport facilities we have been able to deter most of criminal activities in this area	107	73
With the use of vehicles we have been able to crack down on criminal activities in this area	98	67

N = 151

The motor cycles are used in patrolling the areas under their jurisdictions at all the time**,** at a response rate of 85%, with the use of motor cycles, they are able to respond to incidents quickly at 84%, the transport facilities help in responding to crime incidences in time and carry out 24 hour surveillance at 82% each, the officers are able to give reinforcements in other areas because they can easily move by the use of the helicopters, cars, lorries and motor bikes at 82%, they are able to catch up with criminals by the use of cars, rovers, motorcyles at 77%, the vehicles help in transporting the officers to various stations at 75%. Due to the availability of transport facilities the officers have been able to deter most of criminal activities in their jurisdictions at 73% and further they have been able to crack down on criminal activities in their areas at 73%.

Case study 4.3; A Case of a Police Officer Chasing a Traffic Offender on Nairobi's Thika Road.

The illustration on appendix IV is a traffic police officer from Muthaiga Police Station who had impounded a Matatu that was trying to escape after flouting traffic rules on Thika road. It was just a normal working day for the traffic officer who was patrolling and observing traffic movement on Thika road. He stationed himself at the Roysambu roundabout when a Matatu emerged from Githurai towards town. He noticed that the Matatu was over speeding and overtaking other drivers without warning. He stopped the Matatu but it failed.

This prompted him to chase the Matatu and caught up with it near Mathari Mental Hospital opposite Muthaiga Police station after alerting other officers on the road. The

other officers mounted a road block near the hospital and the Matatu was forced to stop. In this case, we can see how having effective and functional transport facilities have helped the officers in carrying out their duties and dealing with those who break rules. The officer used his motorcycle to catch up with the driver and mobile phone to alert the other officers about the Matatu misconduct on the road who came in handy to arrest the driver. The driver was also found to have overloaded the Matatu, without valid insurance certificate and a poorly maintained vehicle. He was later charged in the court for all the traffic rules flouted.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter finalizes this study on the influence of capital resources on performance of police officers in Starehe Division, Nairobi County. The study intended to find answers to these questions; how do the communication gadgets provided to police officers in Starehe Division influence their performance? What is the influence of police equipment on performance of police officers in Starehe Division? What is the influence of transport facilities on performance of police officers in Starehe Division. Performance of the police officers was measured by assessing the number of investigations carried out on quarterly basis, the ability of the officers to respond to incedences of crime withing 24 hours after occurrence, how the officers are able to track and arrest criminals within a set duration, the amount of time take to communicate cases of insecurity and execute a given tasks, the number of set targets accomplished within a given quarter. The findings have been discussed as follows.

5.2 Summary of the Findings

The results have shown a very weak composition of gender within the police service in which 83.6% are male police officers while women police officers are rated at 16.4%. This according to the Kenyan government’s quest to ensure equal participation of both men and women in economic ladders is way below the standard. From the current statistics, the government's commitment to invest in social services to improve the

welfare of the police population has been consistent in the past 8 years. The total social sector expenditure increased by 19.8 per cent from KES 197,537.4 million in the 2008/09 to KES 236,578.7 million in the 2009/10 Financial Year, (Kenya Law Report 2012).

Further the ministry of Gender, Children and Social Services recorded the highest increase in expenditure of 82.3 per cent. The central government expenditure on social services in regard to Gender increased from KES 1,421.42 in 2008/09 to 3,049.36 million in the 2009/10 FY, (UNDP 2014). Furthermore this result also does not even meet the government's recommendation of ensuring that 30% of women in government police appointment as stipulated in the current constitution, (Kenyan Constitution 2010). The new constitution inaugurated in 2010 provides for 30% representation of women in all elected and public offices.

The age composition of the police service is very balanced because majority of the officers are between aged 26- 55 years, with a good number aged above 55 years while the young officers who probably have not worked for long with the services are ranked lowest. This implies that transfer of experience between the officers is very effective as the senior officers can be used to mentor the younger ones for better performance. This is also reflected in their level of experience working with KPS where most of the officers have been with KPS for more than 10 years which in some cases the officers indicated to have worked with the service form over 30 years and while those who have been with the service for short were least.

Therefore most of the police officers are very experienced in police work which can help the young officers to grow in the service and ensure sustainable performance. Although the police officers seem to have gathered a lot of experience in police activities, this experience were acquired from other stations across the country than their current stations, an indication that the officers have worked in various parts of the country.

Among the communication gadgets provided to the police officers, mobile phones are the most common, the VHF/HF, hand set radios, police phones, land line phone, vertex and whistles. This is in agreement with (Spike 2003) who observed that communication systems are critical equipment in the law enforcement profession. As such tremendous advances in wireless and digital capabilities have made this tool more valuable than ever.

These gadgets also help the officers to communication among themselves and their bosses during and out of work, send information between the departments and sections, disseminate information across the stations and the whole country at large, send alerts, communicate with the public, track criminals, kidnapers and gangs and collect intelligence, report security incidences in real time, monitor security across the stations at all times, assist in getting the whereabouts of victims of crime and the officers who have been send on the ground, for circulation of information across the police stations especially stolen motor vehicles, kidnapped persons, ensuing security threats, emergency deployment of the police officers to various crime scene and security incidences. This concurs with Spike (2003) conclusions that today officers can share pictures of suspects,

criminal records, bulletins, fingerprints, blueprints, and surveillance video footage across thousands of miles in minutes or even seconds.

The police equipment provided are water cannons, fire arms/ammunitions, uniforms, housing, helmets, shields, tear gas, batons, knee caps, bullet proof clothing, riot gears. With these equipment the officers are able to protect themselves from any form of harm from rioting crowds/criminals, they use water cannons, batons, riot gears, and tear gas to disperse crowds, they use hand cuffs to restrain offenders from fleeing during arrest, they use fire arms for protection of lives and property, self-protection, immobilizing/disarming fleeing criminals, bullet proofs are used to protect the officers from harm by criminals in a shootout while uniforms are used for identity and to convey the authority (ranks) given the police officers by the Government among themselves as well as members of public.

The equipment aid the officers in operations in the police work, keeping records at the stations and recording statements from victims as well as suspects in criminal activities while batons and shields are used to disperse unlawful assemblies/riots. As such they are able to execute their duties as expected because they feel well taken care of. According to (Markovic, Bueermann and Kurt 2006) the ability to depict graphically where crime has occurred and to some extent predict future crime locations enables field commanders to direct patrols through intelligence-led policing. The days when officers patrolled random areas hoping to catch the bad guys are giving way to a new era in which agencies use crime maps of every patrol district to assign officers to patrols in a reasonable and logical manner.

The officers are provided with various categories of motor vehicles such as canters, lorries, vans, land rovers/land cruisers, small cars, motor cycles. According to Lew (2007) the maneuverability of the motorcycle on crowded streets offer advantages not provided by larger, more traditional police vehicles. The motorcycle's relatively small size allows it to get to accident scenes more quickly when incidents such as traffic collisions slow down access by four-wheel vehicles. See appendix VI for police officer on a motorbike who impounded a traffic offender at Muthaiga bus stop after a long chase along Thika road. Further the police are provided with helicopters and donkeys/horses.

Mounted police do patrols on horseback (equestrians) or camelback. They continue to serve in remote areas and in metropolitant areas where their day-to-day function may be picturesque or ceremonial, but they are also employed in crowd control because of their mobile mass and height advantage and increasingly in the UK for crime prevention and high visibility policing roles, (Ford 2008). Mounted police may be employed for specialized duties ranging from patrol of parks and wilderness areas, where police cars would be impractical or noisy, to riot duty, where the horse serves to intimidate those whom it is desired to disperse through its larger size, or may be sent in to snatch trouble makers or offenders from the crowd.

A police aircraft is an rotary-wing aircraft, fixed-wing aircraft, non-rigid-wing aircraft or lighter-than-air aircraft used in police operations. They are commonly used for traffic control, ground support, search and rescue, high-speed car pursuits, observation, air patrol and riot control. In major cities in the United States, police helicopters are also

used as air transporation for SWAT personnel. Police helicopters are normally equipped with variants such as night vision, FLIR, infrared, surveillance cameras, radar, special radio systems and engines, loudspeaker systems, tear gas dispensers, searchlights, winches and winch cables, flashing light beacons, police rescue equipment and special seating. Weapons are usually not attached to the aircraft. Police forces sometimes use military surplus helicopters, such as the Bell UH-1 Huey, but most buy their helicopters directly from major aircraft companies with necessary modifications, such as appropriate radios and high-powered -lamps, (Pall 2007).

The transport facilities provided are used for patrolling the jurisdictions, ferrying suspects, ferrying dead bodies to the mortuaries, deployment of duties, visiting scenes of crimes, accidents, taking prisoners to court, rescuing victims, taking victims to the hospitals/police stations/home, transporting equipment to various points, transporting food to the officers and relief food to disaster infected areas, for the officers welfare, for presidential and dignitaries escort, chasing criminals among many others. Taylor (2003) argues that typical uses of a police car include transportation for officers to reach the scene of an incident quickly, to transport criminal suspects, or to patrol an area, while providing a high visibility deterrent to crime. Some police cars are specially adapted for work on busy roads.

5.3 Conclusions

The study concluded that the resources provided to police officers at Starehe Division have been very instrumental to delivery of their duties and therefore improved in their

performance. For instance the communication gadgets provided helps the officers to track security situations in their stations without having to be present at the scene and also they are able to pick out suspects almost immediately with the use of crime mapping technology.

Further the police officers indicated that through the use of GPRS they have been able to trace criminals and apprehended them before escaping and can easily process data on suspects and execute court processes within the required time. The officers also said that they use their mobile phones to conduct investigations without having to go to the scene of incidence, they are also able to monitor criminal activities within their jurisdictions, at the same time, the police officers are able to consult their colleagues and bosses when carrying out assignments instantly and being able to effectively execute their duties on time.

Further the findings shows that, the police officers are given protective gears for all weather and therefore their duties never get interrupted, their health is well taken care of through provision of protective gears and therefore they are always at peace when on assignments and the protective gears given are very comfortable for their activities. The officers further indicated that they are always well protected when on assignments and therefore they always deliver, the protective gears provided makes them feel courageous to carry put any duty regardless of how dangerous it might appear, the protective gears provided are of the right size and therefore they don't feel discomfort using them. the police officers also said that because they are well armed, they are able to execute their

duties as expected, they also don't fear going to scenes of crime because of the fire arms they are given which gives them confidence.

The motor cylcles are used in patrolling the areas under their jurisdictions at all the time. At the same time patrolling helps in tracking most of the criminal activities because they are fast. With the use of motor cycles, the police are able to respond to incidents quickly. The transport facilities help in responding to crime incidences in time and carry out 24 hour surveillance, the officers are able to give reinforcements in other areas because they can easily move by the use of the helicopters, cars, lorries and motor cycles, they are able to catch up with criminals by the use of cars, rovers, the vehicles help in transporting the officers to various stations. Due to the availability of transport facilities, the officers have been able to deter most of criminal activities in their jurisdictions and further they have been able to crack down on criminal activities in their areas.

5.4 Recommendations

The researcher made the following recommendations;

1. The government should invest more resources on the welfare of the Police officers in order to understand their challenges and come up with effective formulas of dealing with the challenges.

2. Further the public should understand that the foremost duty of a police officer is to protect them and with the resources that have been provide by the government they have been able to save so many lives and make the public feel secure while

going about their duties. Therefore they should come up with strategies to give support to the police service in order to supplement what the government has provided.

3. Police officers should evaluate the circumstances under which they operate and make recommendations on provision and addition of resources that are specifically focused on dealing with any given security scenario.

4. The donors, non – profit making organizations, partners and other stake holders should come up with a body that deals with the welfare of police officers like they have been doing in other areas which can boost the government's effort in taking care of the police officers.

5.5 Recommendation for Further Studies

1. In the course of the study, a lot of suggestions were put across by the police officers on various challenges that are facing them. This was to do with their welfare, adequacy of the resources that are provided to them, maintenance of the resources especially vehicles, motorbikes, having competent service providers, providing funds to run the stations which seems to in bad shape with very old and neglected buildings and other facilities, effective utilization of resources like land within the police stations among others. Therefore a study is required on performance of the police reforms in order to establish whether it takes into account the interest as well as the views of the police officers.

2. Since the results shows that few women are working with the Kenya police service, further studies are important to establish why there are few women police officers than men in Kenya despite all the effort that has been put in place by the Government on gender equality and gende mainstreaming in government appointments.

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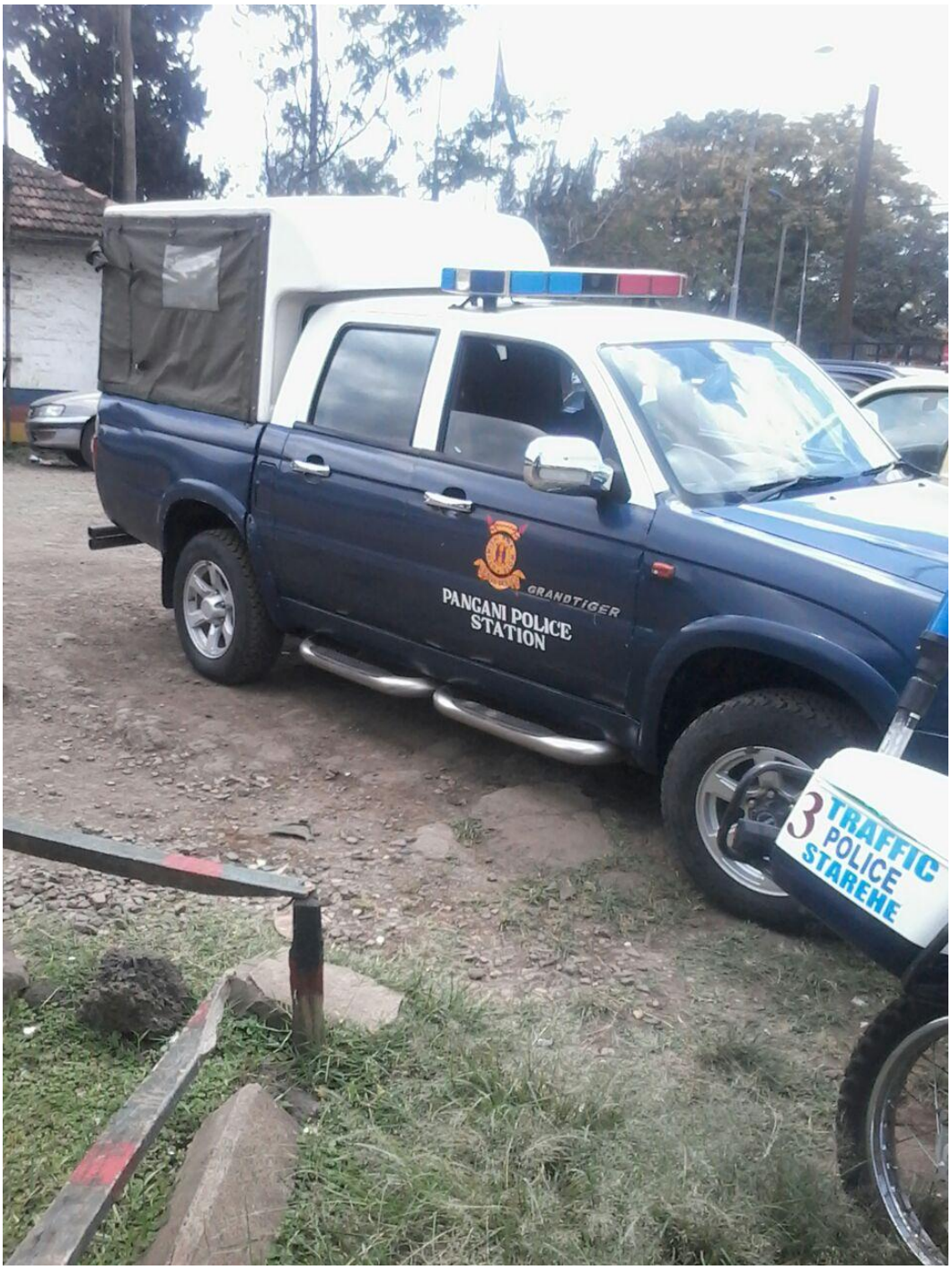
APPENDIX I: POLICE PROTECTIVE EQUIPMENT AT KARIOBANGI POLICE STATION

APPENDIX II: POLICE OFFICER AT PANGANI POLICE STATION WITHIN STAREHE DIVISION

A VHF Communication Gadget

a police woman in full combat

APPENDIX III: MIV A POLICE DOUBLE CABIN ATTACHED TO PANGANI POLICE STATION



Pangani Police Station Within Starehe Police Division

APPENDIX IV: A POLICE OFFICER FROM MUTHAIGA STATION SOLVING A TRAFFIC OFFENSE ALONG THIKA ROAD

Muthaiga Police Station Within Starehe Police Division

APPENDIX V: LETTER OF INTRODUCTION

Nyakako Daniel Ochieng
P.O Box 65020-00618
Nairobi
15/08/2014

OCPD Starehe Division
P.O Box 65020 – 0068
Nairobi
Dear Sir/Madam

Re: The Influence of Organizational Resources on Performance of Police Officers: The Case of Starehe Division, Nairobi County – Kenya

My name is Daniel OchiengNyakako, a continuing master of arts in criminology student of the University of Nairobi, Department of Sociology. Currently I am undertaking a study on the *influence of organizational resources on performance of police officers.* This is to fulfill the requirements for the award of a degree in the area of study. I have indentified your division as the organization where the study respondents will be drawn. The target respondents are the OCSs under Starehe Division. Through this letter, I am kindly requesting you to allow me to carry the study as expressed.

The information sought is purely for academic purpuse and will remain confidential and a copy of the final research report may be availed to you up on request. Therefore your positive response will be highly appreciated and useful for the completion of my masters' programme.
Yours Faithfully,

Daniel OchiengNyakako
Cc: DCIO Starehe Division
OCS Pangani/Muthaiga/Kariobangi/Huruma/Ruaraka

APPENDIX VI: INTERVIEW GUIDE FOR OCSs

1. Station, ……..
2. Number of years you have served in this station.

   ……

3. Duration you have served as an OCS

   ……

4. Divisions you have served under the same capacity including the current one?

   ……

   ……

   ……

   ……

5. What are some of the main resources/equipments/facilities provide to the Police for carrying out their duties?

   ……

   ……

   ……

   ……

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   ……

6. Why are they provided?

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7. What are the other resources that are considered miscellaneous?

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8. How would you describe the performance of the police officers as a result of using the above resources?

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9. How would you advice the police officers, the government and the public in regards to the resources available for police officers?

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……

APPENDIX VII: RESEARCH QUESTIONNAIRE FOR THE OFFICERS

Introduction

Dear Respondents,

My name is Daniel Ochieng Nyakako, a student of Master of Arts in Sociology (Criminology) at University of Nairobi. I am carrying out a research for my masters' research project on **the influence of capital resources on performance of police officers in Starehe Division of Nairobi County.**

You have been identified as a respondent in this study. Therefore I am hereby requesting you to assist in completing this questionnaire in order to achieve the research objectives. The information provided will be used purely for academic purpose and will be treated with confidentiality. This questionnaire is divided into three sections where you will be required to either write or tick depending on the question. Kindly try to fill as many areas as possible.

Section A: General Information

1. Gender?

   Male ( ) Female ( )

2. Number of years you have worked with Kenya Police service?

   Less than one year ( ) 1 – 5 years ( ), 6 – 10 years ( ), over 10 years ( ), any others, ……

3. Number of years in this station?

   Less than one year ( ) 1 – 5 years ( ), 6 – 10 years ( ), over 10 years ( ), any others, ……

4. Police staition?…….....

5. Responsibilities?.....

   ……

   ……

   ……

   ……

   ……

6. Level of education

   "O" level ( ), Tertiary ( ), under graduate ( ), Post graduate ( ), any other, ……..

7. Number of years in the current Position

   Less than one year ( ) 1 – 5 years ( ), 6 – 10 years ( ), over 10 years ( ), any others,……..

Section B: The Influence of Communication Gadgets on Performance of Police Officers

8. Give a list of the communication gadgets you are provided with?

……

……

……

……

……

9. Their Use?

……

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……

……

10. This section deals with the with the influence of communication gadgets on performance of employees. To what extent do you agree with the following statements? Tick in the appropriate box against each statement. Key: **1- Strongly disagree**, **2- disagree, 3 – neither disagree nor agree**, **4 – agree**, **5- strongly agree**

Statement	**SA**	**A**	**U**	**D**	**SD**
With the use of mobile phones I have been able to execute my duties on time					
I have been able to consult my colleagues and bosses when carrying out my assignments instantly through the means of communication provided					
Through the use of GPRS we have been able to trace criminals and apprehended them before escaping					
With the concept of crime mapping technology, we have been able to pick out the suspects almost immediately					
With the use of technology we can easily process data on suspects and execute the court process within the required time					
I use my phone to conduct investigations even when am out of scene of crime					

With the use of technology we are able to monitor criminal activities within the our jurisdictions at all the time					
With the use of technology we don't have to be present at the scene of crime as we are able to track down on the activities in remote areas					

11. Any other,

……

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……

Section C: the Influence of Police Protective Equipment on Performance of Police Officers

12. What are the equipment provided for you and what do you use them for?

……

……

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……

……

13. Using the scale in section B, show the extent to which you agree with the following statement.

The Influence of Police Protective Equipment on Performance of police officers	**1**	**2**	**3**	**4**	**5**
Because I am well armed, I have been able to execute my duties as expected					
I don't fear going into crime scenes because I am well armed					
Because I am well armed, am very confident in carrying out my duties					
Am always well protected when am on assignments and therefore I always deliver					
The protective gears provided to me makes me feel courageous to carry put any duty regardless of how dangerous					
My health is well taken care of through provision of protective gears and therefore I am always at peace when on assignments					
The protective gears provided to me are the right size and therefore I don't feel any discomfort using them					
Am given protective gears for all weather and therefore my duties never get interrupted					

The protective gears do not give me any form discomfort even when I am running					
We are continuously provided with protective gears and therefore we cannot fail to deliver on our duties at any time					

14. Any other,

……

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Section D: The Influence of Transport Facilities Performance of Police Officers.

15. State the transporting facilities you are provided with?

……

……

……

……

……

16. What do you use them for?

……

……

……

……

……

17. State your level of agreement with the following statements?

Statement	**1**	**2**	**3**	**4**	**5**
With the use of vehicles we have been able to crack down on criminal activities in this area					
We are provided with fully loaded Police car which is on 24 hour surveillance of security situation					
With the use of motor bikes, we are able to respond to incidents quickly					
The motor bikes help use in patrolling the areas under our jurisdiction at all the time					
The vehicles used here have helped in transporting officers to various stations					
We are able to give reinforcements in other areas because we can easily move by use of aircrafts, cars, lorries, motor bikes					
The transport facilities provided helps us in responding to incidents in time					

We are able to catch up with criminals due to the transport facilities we have					
Due to the availability of transport facilities we have been able to deter most of criminal activities in this area					
The use of bicycles for patrolling helps in tracking most of the criminal activities because they are silent and therefore acts a cover when we are approaching scenes of crime					

18. Any other,

……

……

……

……

……

Thank You for Cooperation

APPENDIX VIII: LETTER FROM OCPD STAREHE DIVISION

OFFICE OF THE PRESIDENT

Telegrams: "STAREHE DIVISION"
Telephone:
When replying please quote

SEC.POL 1/2/35/VOL.I/37

STAREHE POLICE DIVISION,
P.O. BOX 65020-00618,
NAIROBI.

28TH OCTOBER, 2014

OCS PANGANI

OCS RUARAKA

OCS MUTHAIGA

OCS HURUMA

OCS KARIOBANGI

RE: RESEARCH IN THE INFLUENCIAL RESOURCES ON PERFORMANCE OF POLICE OFFICER- DANIEL OCHIENG NYAKAKO

The above named person is a student from University of Nairobi where he is continuing with his Master of Arts in Criminology. He is also Inspector of Police Stationed at Pangani Police Station. He would like to carry his research in entire police station within Starehe Division which has been approved by the OCPD Starehe Division.

Any assistants accorded him will be highly appreciated.

Thank you.

(MISHECK MAILANYI)
FOR: OCPD STAREHE

1

APPENDIX IX: LETTER OF REFERENCE

UNIVERSITY OF NAIROBI
DEPARTMENT OF SOCIOLOGY & SOCIAL WORK

Fax 254-2-245566
Telex 22095 Varsity Nairobi Kenya
Tel. 318262/5 Ext. 28167

P.O. Box 30197
Nairobi
Kenya

October 21, 2014

TO WHOM IT MAY CONCERN

RE: DANIEL OCHIENG NYAKAKO – C50/64663/2010

Through this letter, I wish to confirm that the above named is a bonafide postgraduate student at the Department of Sociology & Social Work, University of Nairobi. He has presented his project proposal entitled;

"The influence of organizational resources on the performance of the police officers in Starehe Division, Nairobi County-Kenya."

Daniel is required to collect data pertaining to the research problem from the selected organization to enable him complete his project paper which is a requirement of the Masters degree.

Kindly give him any assistance he may need.

Thank you.

CHAIRMAN DEPARTMENT OF SOCIOLOGY 22 OCT 2014

Dr. Robinson Ocharo
Chair, Dept. of Sociology & Social Work

Cc: Dr. Karatu Kiemo - Supervisor