

**FACTORS INFLUENCING PERFORMANCE OF ADMINISTRATION POLICE  
OFFICERS: A CASE OF RAPID DEPLOYMENT UNIT, EMBAKASI BASE –  
NAIROBI COUNTY, KENYA**

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the Award of the Degree of Master of Arts in Project Planning and Management of  
the University of Nairobi**

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## DECLARATION

This research project report is my own work and has not been submitted before any other degree at any other institution.

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L50/84528 /2016

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

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## **DEDICATION**

This project is passionately dedicated to my wife Shermim, my sons Shermeer and Shermah, parents Kilawa, Mwaka and all other family members.

## **ACKNOWLEDGEMENT**

I would like to appreciate my supervisor Dr. Rugendo for his guidance, time and support throughout this project. The lecturers who took me through my course work their efforts and resilience to ensure I complete the course successfully cannot pass unmentioned. The University of Nairobi will always remain iconic in my life for giving me the opportunity to pursue this Masters degree. Finally I acknowledge my colleagues, you became a part of me you never let me make any mistakes in the academic work, always ready to be consulted and sometimes even late calls from me were answered.

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## **ABBREVIATIONS AND ACRONYMS**

<b>APs</b>	-	Administration Police Service
<b>GSU</b>	-	General Service Unit
<b>IPOA</b>	-	Independent Police Oversight Authority
<b>NPS</b>	-	National Police Service
<b>NPSC</b>	-	National Police Service Commission
<b>RBPU</b>	-	Rural Border Patrol Unit
<b>RDU</b>	-	Rapid Deployment Unit
<b>SGB</b>	-	Security of Government Building

## ABSTRACT

The biggest challenge for most organizations in the world is to ensure the performance of its employees will result in the success of any organization. The purpose of this research project was to examine the influence of direct supervision, field training, work environment and field equipment on performance of Administration Police officers, a case of Rapid Deployment Unit in Embakasi - Nairobi County Kenya. The objectives of the project were: To determine how direct supervision influence performance of Administration Police officers, to determine how field training influence performance of Administration Police officers, find out the extent to which work environment influence performance and to examine how field equipment influences performance of Administration Police officers. Descriptive research design was employed in this research and questionnaires aided in primary data collection. The target population in the study was 887 Administration Police officers in Rapid Deployment Unit with a sample size of 89. Stratified and simple random sampling was used in order to get targeted groups who were used in the study. There was 100% return rate since the researcher employed drop and pick strategy. Data was then organized, edited and analyzed quantitatively using computer data analysis software Statistical Package for Social Sciences (SPSS) where the results were presented in of tables and figures. Majority of the respondents were male Administration Police officers in the unit aged 30-39 with all of them with at least basic education. The respondents were therefore mature enough and with full experience to matters concerning the unit to give valid information on the factors influencing performance of Administration Police officers. The findings indicated that direct supervision, field training, work environment and field equipment influence performance of Administration Police officers in Rapid Deployment Unit in Embakasi Base, Nairobi County–Kenya. The study recommends the Administration Police Service and National Police Service as a whole to train supervisors on supervisory skill, update field training to the officers, police officers deployed in harsh areas to be financially and psychological supported and lastly purchase safe and effective field equipment to be used by the officers while in the field on operation. The study further suggests that a similar study be conducted targeting regular Administration Police officers in the service performing general police duties.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Execution standards in the law enforcement sector are an area that draws global consideration. Countries have created unmistakable promising procedures to enhance general execution in the security quarter notwithstanding the way that the outcomes have been negligible (Walker, 2004). On the off chance that the police do their part productively, society points of interest incomprehensibly and government evaluations increase; and when the police complete their obligations inadequately, the damage to police certainty and law based ideas might be unsalvageable (Goldstein, 1997). In step with the British Crime Survey, responding to emergency calls is the element of painting that is most valued by the general public.

For a long time security agencies have been and continue to be deployed in different missions where their performance is expected to be positive. For example, during the Cold War, civilian police were deployed to peacekeeping missions such as the United Nations Operation in the Congo (ONUC) in 1960-64 and the United Nations Security Force in West New Guinea (UNSF) in 1962-63, officers were deployed to end the fighting in Bosnia – Herzegovina between 1995- 2002 and Haiti in the years of 1995 – 2000 to stop civil war and address the long history of political isolation. By 2009, almost 12,800 UN police had been deployed in 11 peacekeeping missions. As time went by the demand for multidimensional peace operations and the demand of police roles in those operations rose, which led to more police officers being deployed in such missions. According to the latest UN figures, 11,982 police were deployed in 16 UN peacekeeping operations at the end of June 2017. Currently police have become increasingly deployed in peacekeeping mission all over the world.

When Tanzania went to elections in 2005, all over the country there was fear and the level of crime rose to greater heights. Concurrently, public confidence and belief towards the police continued to decrease at a higher rate (Mwema, 2008).

The ever increasing monetary variation in the nation is probable the main reason as to why crimes continue to thrive. These kinds of traits outline the shortcomings of the modern security officers hence the urgent need for reforms in the police sector. Other limiting factors in the performance of the Tanzanian police force have to do with personnel management and the surrounding in which they work. The reform agenda in police is in its early stages, consequently quick modifications are wanted (Aziz, 2006).

An outline of the security circumstances in Kenya uncovers a few advanced and complex difficulties that permit a top to bottom investigation on execution with a view to enhancing execution of security officers all in all. In line with government efforts in arrangement of security and peace initiatives, non-state actors continue to play a more dynamic part (Daily Nation-May, 24; 2011). According to Kenya Police Service Annual Crime Reports, the numbers of criminal offences are still on the increase with the 2013, 2014 and 2015 reports evidencing an offence number of 71832, 73376 and 72490 respectively. This was a clear indication that despite the training and reform agenda interventions, more still needs to be done in terms of police officers' general performance pertaining combating of crime.

The development of the Kenyan economy and the achievement of Vision 2030 partly depend on the peaceful and harmonious existence of citizens which is dictated by high level of security. Security sectors vision according to Vision 2030 is a society free from any threat, which will be founded on security of the citizen and of their property. To achieve and sustain economic growth of any nation security is key. This obligation falls under the mission of the National Police Service (NPS) of giving quality services to the Kenyans by maintaining standard rule of law, making and keeping up solid network associations for favorable social, financial and political improvement of Kenya. The Ransley's Task Force (2009) concocted suggestions key among them being advancement of preparing strategies to enhance the execution of cops in their zones of arrangement. For the goals and objectives of vision 2030 to be achieved security must be assured and this will only happen if police officers in Kenya perform their duties as expected and factors hindering there performance addressed. According to vision 2030, the goals of a well performing police service hence a secure Kenya will be achieved if the following strategies are employed; capacity building,

improved terms and conditions, recruitment of more staff and proper communication and coordination among security officers in fighting and managing crime.

For some time now the police force in Kenya has been the subject of ridicule and criticism from the human right watch activist because of their failure to meet public expectations in their performance. In the eyes of the public, their performance is characterized by negligence, hostility, existence of individual defects as well as lack of professionalism. As per Human Rights Watch, (1997), security officers who police the avenues and capture of road kids, exhibit negative attitude towards them, manhandle and misuse the kids. Any grown-up of sound personality would protect children. Police execution has left a considerable measure to be wanted.

The enactment of recent constitution in Kenya in 2010 put in place the National Police Service comprising of the Kenya Police Service and Administration Police Service, whose some functions as provided for in the National Police Service act include; provision of help to the public once in want, maintain law and order, preserve peace, protect life and property, investigate crimes, prevent and detect crime and apprehend offenders. The National Police Service is headed by Inspector General of Police whereas the two services are each headed by Deputy Inspector General.

Administration Police (AP) verifiably can be traced back to 1902 when the British colonist enacted the Village Headman Ordinance to infiltrate the local regions with a point of carrying the locals into the cash economy, tax collection, put in check movement of locals and animals. The Tribal Police Ordinance in 1929 was ordered to give lawful and acknowledgement to the Native Police and they received training from the Regional Agents, whom had a military foundation. In 1958, the Tribal Police Ordinance was changed to the Administration Police Act and the Force began training at Ruringu, Nyeri and later it was relocated to Embakasi.

The latest milestone in the historical background is when the new Kenya Constitution was enacted in 2010, where Administration Police Force changed to Administration Police service extremely self – governing with clear sketched out capacities and parts. The units under Administration Police Service include the following; Rapid Deployment Unit (RDU); Rural Border Patrol Unit (RBPU) and Security of Government Buildings (SGB). Rapid Deployment Unit (RDU) – additionally referred known as "Radi" which implies lightning in Kiswahili, was fashioned in 2000 with a mandate to resort to any emergency or security threat in Kenya. The Administration Police Rapid Deployment Unit is a world class crisis reaction unit fit for being conveyed to any part of the republic inside a constrained period to react to crisis or episodes that debilitate security. This unit works freely in their general vicinity of arrangement so as not to influence ordinary activities of Administration Police and pulls back to its headquarter (Embakasi) when the task reaches a conclusion. The unit's motto is Service to all. In most cases officers from the elite units in Kenya such as General Service Unit, Rapid Deployment Unit, Rural Border Patrol Unit, Anti Stock Theft Unit and Security of Government Building are deployed to respond to security threat without proper briefing, equipment and even training. In the end this negatively affects the command and control of the assignment (IPOA, 2016).

The study will seek to examine factors influencing performance of Administration Police officer in Rapid Deployment Unit as the officers have no laid out program on how they will be deployed, always on standby not knowing where next they will move and what the outcome will be. Other studies that have been done on performance of uniformed officers in Kenya include; Karimi, (2008) studied factors that are critical in the performance of uniformed officers in Kenya, Mbugua, (2005) carried out a study on the critical success factors in the performance of uniformed officers of the Kenya in Nairobi, Barasa (2017) did a study on influence of work environment on performance in the public security sector with a focus on the police in Nairobi Kenya and Tembur, (2017) studied factors affecting job performance in national police service in Nairobi area county, others that have been carried out on employee performance include: Nanzushi, (2015) the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County.



## **1.2 Statement of the Problem**

National Police Service Act, Section 6(1) provides that police officers shall work anywhere in Kenya. Rapid Deployment Unit (RDU) one of the elite units under the Administration Police Service was formed in 2000 with a sole purpose to respond to and emergency or security threat within Kenya within the shortest time possible. Over the years officers in the unit have been and continue to be deployed all over the county to maintain law and order. In most cases police officer don't have a fixed program of when and where they will discharge their duties, they are always deployed and redeployed in response to security threats.

Rapid deployment officers have been deployed in high security mission some which include; Boni forest operation to fight al-shabaab militia, Kapedo area to take care of cattle rustlers, Garrisa during the Univesity attack, westgate attack, along the Kenyan- Somali border and many more operation. Rapid and impromptu deployment been the order of the day of Administration police officers in the unit, for some time now officers in the unit have been injured or even killed in line of duty, health complication are on the rise, resignation and even dissertation of duties is now becoming common with some officers having penned down more than one transfer request. In addition the unit is faced by rampant cases of indiscipline and family conflicts and marriage breakup is also experienced.

Therefore the situation described gave the study its significance as it focused at identifying factors influencing performance of Administration Police officers in Rapid Deployment Unit and recommendations on how to best address the issue that affect their performance. As for any development to be realized in any nation security is key and it will be assured if and only if issues that affect police officers performance are identified and addressed.

## **1.3 Purpose of the Study**

The purpose of the study was to explore the factors influencing performance of Administration Police officers: a case of Rapid Deployment Unit, Embakasi Base – Nairobi County, Kenya.

#### **1.4 Objectives of the Study**

The study was guided by the following objectives:

- i. To determine how direct supervision influence performance of Administration Police officers in Rapid Deployment Unit.
- ii. To access how field training influence performance of Administration Police officers in Rapid Deployment Unit.
- iii. To examine the extent to which work environment influence performance of Administration Police officers in Rapid Deployment Unit.
- iv. To access how field equipment influence performance of Administration Police officers in Rapid Deployment Unit.

#### **1.5 Research Questions**

The study sought to answer the following research questions:

- i. How does direct supervision influence performance of Administration Police officers in Rapid Deployment Unit?
- ii. How does field training influence performance of Administration Police officers in Rapid Deployment Unit?
- iii. To what extend does work environment influence performance of Administration Police officers in Rapid Deployment Unit?
- iv. How does field equipment influence performance of Administration Police officers in Rapid Deployment Unit?

#### **1.6 Significance of the Study**

The significant of this study was that it would aid Administration Police Service and the National Police Service policy makers in understanding factors influencing performance of Administration Police officers at Rapid Deployment Unit. Police officers are in most of the times called to respond in the shortest time possible to life threatening incidents or even deployed to carry out specific operation, many a the times the objectives are not met and their performance put in question.

Results of the study would be used to guide Rapid Deployment Unit managers and Administration Police Service policy makers to address issues that influence performance of Administration Police officers in Rapid Deployment Unit. When the issues are addressed as a result of this study, officers in Rapid Deployment Unit will discharge their mandate fully hence an improvement in their performance.

### **1.7 Basic Assumptions of the Study**

The researcher assumed that the respondents would cooperate and give accurate and reliable information and that all the respondents were conversant with matters related to Rapid Deployment Unit. Also, the researcher assumed that he would get all the information needed for the study from the relevant sources.

### **1.8 Limitations of the Study**

The research was limited to Rapid Deployment Unit only due to financial constraints and time. However, the researcher worked in line with the budget and time frame set. Also, the questionnaire as a tool were also a limitation as it was answered based on self-reporting and the researcher only believed that the responses given were be sincere. Some of the respondent found it difficult to share information; this was countered by assuring them that the data collected would only be used for research purposes.

### **1.9 Delimitation of the Study**

The study was carried out within Rapid deployment Unit amongst the officers performing unit duties. The unit had about 12 operation bases across the country with similar administration and supervisory roles. The study involved officers of all ranks in the unit with a unit working experience of at least one year.

The researcher acknowledged the fact that there are many other factors that affect overall performance of police officers, in order to make the research more purposeful the researcher focused on direct supervision, field training, work environment and field equipment.

### **1.10 Definition of Significant Terms Used in the Study**

**Administration Police Service:** One of the police service in Kenya, distinguished from the Kenya Police Service.

**Field Equipment:** In this study it referred to Government provision to police officers to aid in carrying out their duties in the field.

**National Police Service:** In this study it referred to Administration Police Service and the Kenya Police Service.

**Performance:** Refers to the act or process of police officers performing an assigned task or a mission.

**Police officer:** In this study, 'police officer' referred to all members of the National Police Service in Kenya.

**Rank:** This term referred to the job status/ grade/position in the force that the officer has attained or been assigned through promotion or appointment.

**Rapid Deployment Unit:** One of the units in the Administration Police Service.

**Direct Supervision:** Refers to directing and watching over police officers or a specified police operation, so that the mission is accomplished as planned and meets the stated objectives in the right way with utmost safety.

**Field Training:** In this study it referred to a process whereby officers are impacted with knowledge and skills they require to carry out a specific operation; for instance what type of coaching police officers need in order to fight al-shabab militia.

**Work environment:** Refers to the areas, surrounding and any other things that has a relationship to the place where police officers work.

### **1.11 Organization of the Study**

The contents of this study report were presented in five chapters. Chapter One contains the introduction of the study and this consists of the background on the study, statement of the problem, purpose of the study, research objective, research questions, significance of the study, assumptions, limitations, delimitations, definition of important terms and the organization of the study. Chapter Two contains literature review; theoretical and conceptual framework, explanation of variables on the conceptual framework and gap in literature review.

Chapter Three bears research methodology. In addition this chapter looked at the design, target population, sample size and sampling procedures, data collection instruments and procedure, data analysis techniques, operational definition of variables and ethical consideration. Chapter Four focused on data analysis, presentation and interpretation. Chapter Five focused on findings, conclusions, recommendation and suggestion for further study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a review of literature of different authors and theory with respect to the study. The chapter also provides an in-depth analysis on the influence of rapid deployment on the performance of Administration Police officers. Other issues included in this chapter include; theoretical framework, conceptual framework, gaps in literature review and lastly summary of literature review.

#### **2.2 Concept of Performance of Administration Police**

According to Armstrong (2006), performance is the process in which stated objectives are achieved. Also, job performance is an assessment of workers output in an organization (Edwardsson, 2005). The main emphasis in performance is not only measured by what workers accomplish but also how a certain task has been they accomplished. Every organization in the world police included works towards high performance in their workers which is a way towards attainment of organizational goals. Workers in an organization need to perform highly so that they can meet the expectations of their customers and finally meet their goals and be competitive in the market. Workers performance is the combined result of effort, ability and perception of tasks (Platt and Sobotka, 2010). According to Stup (2003), for a worker to fully perform, then some factors which include the following should be put into consideration; physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad leadership and many others. He concludes that, for an organization to have a standard performance, workers task achieved has to put on track in order to achieve the institutional goals and objectives.

#### **2.3 Direct Supervision and Performance of Administration Police**

Managers impact officers' conduct through several mechanisms. The order model of supervisory effect is essential in light of the formal specialist of police bosses and hold that directors affect subordinates lead by authorizing consistence with bureaucratic necessities and prerequisites of general execution (Allen and Maxfield, 1983). Day (2000) moreover expresses that administration is making and holding a sense of vision, culture and relational

connections. Be that as it may, organization is planning, supporting and observing the exercise of an association. Hersey and Blanchard (2009) assert that leadership is a more extensive reasoning than reasoning. Administration is a sub ability of administration in which achieving hierarchical wants is of central significance. Leadership incorporates working with and by means of people in order to achieve dreams not necessary hierarchical objectives.

Supervisory and officers are correspondingly reliant: Supervisors consider juniors to be profitable and to "hide out and keep out of bother," whereas juniors on their administrators for little supports (e.g., most well – liked work plan and assignments) and for cover from association discipline (Van Maanen, 1983). Through such correspondence, instead of the set hierarchy of leadership, directors will impact officers' conduct (Van Maanen, 1983; moreover observe Brown, 1988; Manning, 1977; Rubinstein, 1973).

Supervisors in police work in most cases have an effect on officers' overall performance by way of circuitously affecting their attitude and what they belief in. Muir (1977) concluded that area managers should have a considerable effect on the growth of their subordinates. According to Muir, supervisor's roles preserve manageable influence to their supervisors. Transformational pioneers propel their juniors to convey creative ideas to their work and fortify a group vision through compelling inspiration. Despite the fact that value-based administration depends on unexpected prizes, transformational leadership depends on glorified affect (i.e., seeing the boss as a capacity demonstrate), helpful inspirational, mental incitement, and individualized thought (Bass and Avolio, 1994). Chiefs are relied upon to encourage this change in destinations by method of empowering bunch building, raising confidence, and accentuating their capacity as an educate and guide (Goldstein, 1990). It is trusted that this substitute management approach will enhance bosses' persuasions over their juniors practices.

At the point when people find a sense of contentment, happy and merry there is not really any need for authority, Then again, when the human circumstances is not in question and the situation encourages and individual to advance ahead and start change, the requirement

for administration is extreme (English, 2002). Furthermore, leaders have a dream without bounds and they upgrade systems that are vital to convey about alteration expected to acquire that vision. However, managers take incremental steps and create timetables to reap these outcomes (Carlson, 2006). Brunetto and Farr-Wharton (2002) concluded that supervision of the instantaneous supervisor will increase the degree of job pride in the public sector employees. The productiveness and performance of subordinates can be expanded with managerial actions and supervision. The cognizance of the achievements by way of the supervisors leads toward job pleasure and is useful to solve the issues (Yen and McKinney, 1992).

#### **2.4 Field Training and Performance of Administration Police**

The developing system of employees' ability in order to enhance the overall performance is known as education (Swanson, 1999). Training is an exercise which is systematically planned and its consequences in stronger stage of skill, knowledge and competency that are quintessential to carrying out a specified task to the required standards (Gordon, 1992). Knowledge and skills in specific area is increased through training. Training whether work related or not assist a person to develop. According to Tahir and Sajjad (2013), through proper training in areas one lack, an employee can improve performance. Most managers and successfully organizations all over the world have realized the importance of human resources; in order to maintain a competitive advantage in today's world, training human resources is paramount, as it will enable them to solve challenges at workplace, maintain a competitive advantage and help employees achieve their objectives in an organization (Blanchard & Thacker, 2003).

According to Agarwalla (2010), the point of instructing in any association is to build up the gifts of individual and fulfill the present and future power wants inside the work scenario. Coaching builds representatives' resolve in associations and have numerous edges and additionally execution change through dynamic advances or enduring advancement that will expand the chances to singular laborer to be advanced, a group to be perceived and to be compensated and to enhance quality administration conveyance of the association (Dipak, 2011). In advancement with the Ransley report of 2009, police administrators and



bosses are sent of duty while not experiencing courses that has intersection rectifier to poor execution of their duties. The point of training is to engage singular specialist will's identity of significance to his/her association inside the group and help towards accomplishing authoritative objectives (Luann, 2012).

As per Lynton and Pareek (2008), by training specialists enterprises are putting resources into people, who will be spurred to convey awesome services of the association to their partners at indistinguishable time satisfying their desires. Training shouldn't be skewed on one side; rather it should to be arranged towards accomplishing the associations mandates of each line service in an exceedingly efficient way to acknowledge the best overall performances as tied down inside the vision 2030 (ROK, 2005 & Vision, 2030).

As indicated by Blanchard & Thacker (2007), directing a radical instructing needs evaluation helps in building up a program that enhances the adequacy of representative's execution to fulfill their commitments and association objectives. It enables the administration to help the training by favoring the financial plan since they're persuaded that the program will enhance the workers overall performance (Brown, 2002 & Ransley, 2009). Training of employees in organization ensures that quality services are provided (Evans and Lindsay, 1999; Benedicta, 2010). According to Smith and Smith (2007), organizations that have put more emphasis on training and development programs record high level of performance. According to the Ransley (2009), police officers together with their supervisors have and continue to be deployed without proper and adequate training and in the end this has in most cases had an impact on their overall performance of officers.

According to Vision 2030, a community free from danger and fear in Kenya can only realized if police officers continue to be trained in different areas to equip them with the most updated skills relevant to their work (Kenya Police Service strategic plan, 2013-2017). The Administration police have a number of training institutions among them; Administration Police Training College (APTC) - Emabakasi that in mostly trains basic courses and promotional courses, Border School - Kitui that offer tactical and specialized courses and Administration Police Senior Staff College - Emali (APSSC) that only offer

courses meant for senior officers in the service. For a department to meet its needs and achieve its objectives, then its training should be based on job needs and meet customers demand. For instance, the training in police service ought to enable the officers carry out their duties effectively and efficiently putting in consideration the changing work environment.

## **2.5 Work Environment and Performance of Administration Police**

As per Tripathi (2014), the surrounding which employees work that encompasses things like physical arrangement, work description and tradition is what can be termed as work environment. The environment in which workers perform their duties affect their level of morale and in the end their performance. According to Leblebici (2012), employees will feel safe and healthy if they work in a good working environment. The working time is also very important for many workers, for instance in case of overtime duties they should be compensated for the overtime duties done.

Employees like to work in an environment that they feel they are worthy and appreciated. A study done by Awan and Tahir (2015) on “Impact of working environment on employee’s productivity in Banks and Insurance Companies in Pakistan” concluded that working surrounding has a big impact on the overall performance and productivity of a worker. The author further suggested that organizations need to put into consideration the environment that employees work in order to retain its talented employees. Majority of workers in several organizations in the world, experience job problems that are directly related to the place one works in. Working stipulations are more identified with fulfillment than legacy. Luthans (1998:146) specified that, if job essentials are great, such as, smooth and satisfying environment – staff will have an easy time working.

The nonattendance of such job environment, among various other things, impacts ineffectively the employer’s physical and mental well-being (Baron and Greenberg 2003:159-160). In police lines, the genuine housing challenge is so serious to a point where even the living rooms are currently changed to rooms. The situation is so worse to a level where three officers with or without their families share a single unihut ideally meant for

one person. In some instances one shares a house with a colleague who totally has a different kind of behavior such as a drug addict; such a situation even complicates the whole situation. Majority of police constables live on this sharing basis of the houses. The situation is not the same to senior officers (members of inspectorate and above) whom a good number of them don't share houses.

Commissioner of police in Swaziland once said police officers are stuffed like sardines in their houses; he went ahead and stated that there is an expansive challenge of housing in the police sector. Obviously, from the commissioner's explanation, the accommodation of law enforcers is one of the components that affect work fulfillment and it requires squeezing consideration.

As per Hullis-Turner (1999:271), an idea work surrounding should meet the following characteristics: it is sustainably worthy, safe and it must to fulfill social needs. Botha, 2000:211 states that worker job disappointment will be enhanced if these outfits are not met. For a long time now, a good number of authors such as Lambert, Hogan & Barton (2001) have stated that there are a number of surrounding things that have an impact on job fulfillment and hence an influence also on work performance. Some of which are; the weather, up word mobility, impartiality in duty allocation of duties, and good relation among workers themselves.

## **2.6 Field Equipment and Performance of Administration Police**

In an organization a resource can be referred to as a corporation means of supporting itself or becoming wealthier, as represented with the aid of its tangible and non-tangible assets. It is a source or furnish from which benefit is produced (Diage, 2008). 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).

Security officers in Kenya carry out their duties with constrained resources. This in most cases has led to vulnerable mission readiness, and an inadequate of tools and logistical capacity. For instance, law enforcers lack investigative laboratory and even in some instances means of transport is a problem. Police remuneration is wanting and police officers bitch about terrible accommodation and terrible working conditions. Police discover themselves dealing with dangerous, once in a while life-threatening, conditions barring adequate insurance to supply for their families when things do go wrong. Lack of adequate assets has additionally been attributed to the stalling of the ongoing reforms initiative (AI, 2013).

For a perfect service delivery process, the security agencies must allocate adequate resources, as failure in doing so performance is bound to fail (Sugarman, 2010). Traditionally, states have been allocating limited resources to security agencies with a big percentage being allotted to political demand thereby responding to something the present day ‘threat’ may be difficult (DenHeyer, 2014). However, in latest years, there has been an increased focus to deliver services proactively; resources are being directed to specific geographic areas or to unique security threat, and to follow focused policing initiatives (Innes 2011; Wilson & Weiss 2014). Changing the working surrounding to a public carrier led ethos of accountability and ‘do greater with less’ that historical tactics for allocating assets are no longer suitable (DenHeyer, 2014). This larger emphasis on proactive policing, such as a shift from centralized control, underlines the need to analyze the utility of resources in dealing with current pressures and demands. Where the need for police offerings is on the increase but expenditure on assets is restricted by means of budgetary restrictions, the technique of managing and allocating sources turns into essential (Stockdale et al., 1999).

Communication structures for any law enforcement body are very important for its success. Enormous advances in wi-fi and computerized abilities have made these gadget more prized than any other time in history (Bettencourt and Brown, 2007). Communication applied science can provide police officer many beneficial strategies for combating crook activity, with tools such as GPS and advanced communications systems. Technologies

such as physique armor and less-lethal projectiles also enhance the security of each police and the general public. However, in an increasing number of high-tech world, extra and more crimes involve applied science and police need to be organized for them, (Blino, Turnley and Bloodgoog, 2003).

## **2.7 Theoretical Framework**

The study adopted Victor Vroom's expectancy and Adams Smith's equity theories which the researcher felt were applicable in understanding factors influencing performance of Administration Police officers in Rapid Deployment Unit. The researcher understood that all the theories could not be discussed but only the most influential in police performance research.

### **2.7.1 Expectancy Theory**

Victor Vroom from the Yale School of Management came up with this theory of expectancy which greatly put into consideration the need for departments to directly relate rewards to workers output, putting in mind that the rewards should in line with what the recipient expects to receive from the department. Expectancy by an individual is determined if one has the trust that certain performance of behavior will lead the person in achievement of some desired objective or goals. According to Vroom, workers in most cases trust that their efforts will lead to good output and the output will result to rewards either positive or negative (Vroom, 1964). Workers morale will increase and in the end perform highly if they are positively rewarded and vice versa. This theory stipulates that the drive to perform in a certain way is directly related to the expectations that the outcome of the act will be appealing to the concerned person (Robbins, 1989).

This theory is applicable in almost all organizations police sector included as its main focus is in on monitoring workers performance (Eisenberger et al. 1990). Sometimes this theory is applied in organizations in processes such as recruitment, choosing people for a particular job and also in analysis of organizational output and assessment of workers overall performance (Hillman & Dalziel 2003; Noe 1986; Rynes et al. 1980). In most of the time recruitment of police officers is done in such a way that those who qualify are fit

for the task ahead and they work towards attainment of the service objectives and goals for instance one of the major qualification for one to be a police officer is to he/she has to be physically fit.

Due the nature of deployment in the unit where officers are deployed in high risk areas then having officers right for the job is key. This theory also can be used in identifying what motivate people to join the police service is it the rewards in it all these putting in mind the wants and goals of the organization. Rapid Deployment unit can apply this theory in determining performance of police officers in operation areas, as in most cases officers will perform a certain mission in relation to the reward after the task. For instance, when the mission is completed they will be given time off to visit their families, monetary reward, transfer to a better area or even promotion. This will tend to make the officers achieve the objective in relation to the reward.

### **2.7.2 Equity Theory**

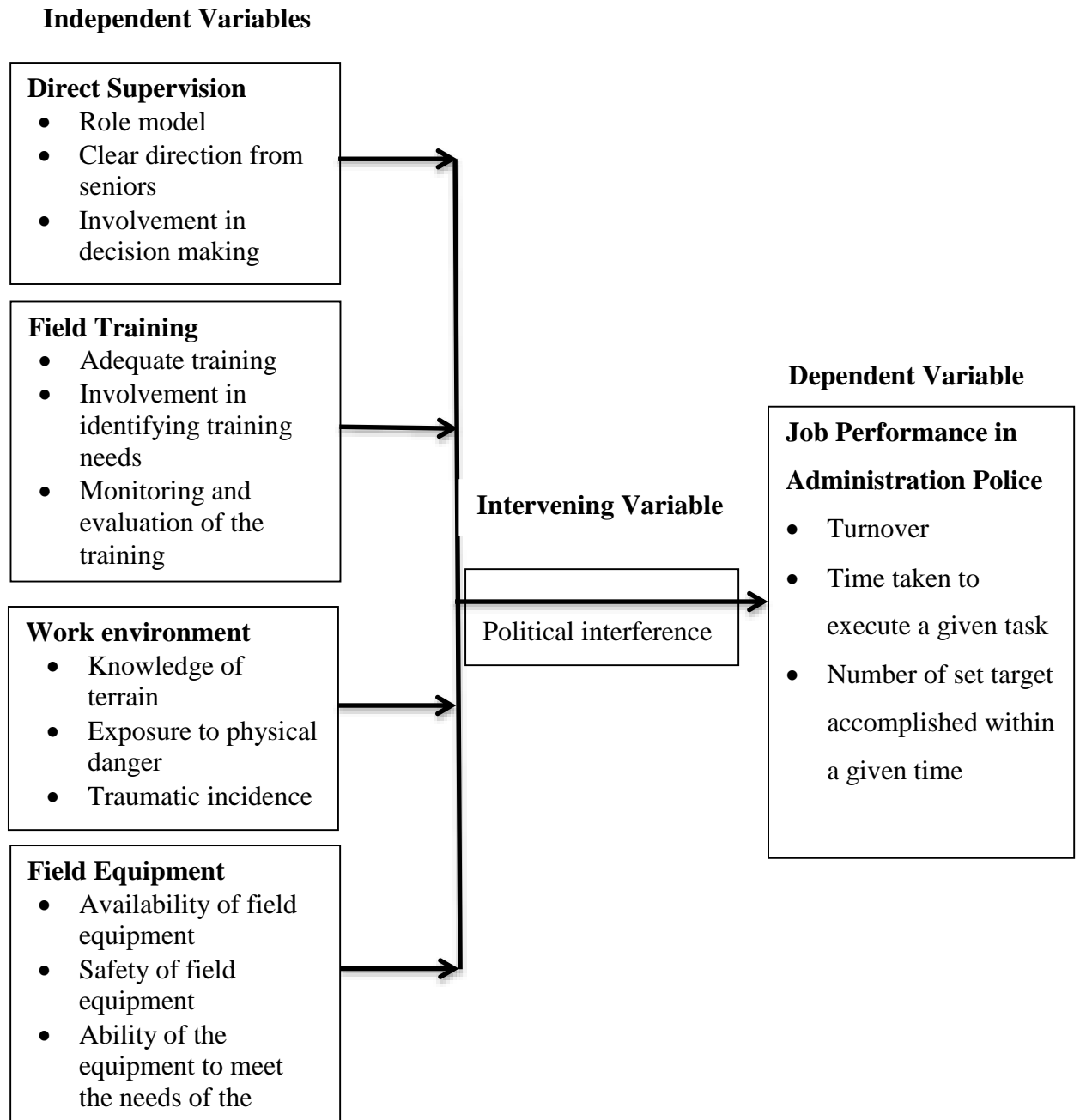
Equity theory was postulated by Adam Smith where he stated that workers in any organization will work towards finding equity in themselves and fellow employees. According to Robbins (2003) and Adams (1963; 1965, in Harder, 1991), they outlined that this theory focuses mostly on fairness of a worker. A worker will always compare with he/she has received from a certain task in relation to the effort used in the task then the worker will evaluate this ration (input – output) to that of his/her direct colleagues. When the ratio of worker outcome over inputs is equal to that of fellow workers outcome over inputs a state of equity is achieved in the particular worker (Adams, 1965).

This theory does not only put emphasis on what one receives in terms of reward for their effort in performing a certain task but goes ahead and compares what the fellow employees receive too , that is the judge on what they have received compared to what others have received (Robbins, 1989). Based on an individual inputs such as education level and work experience , an employee will relate to outcomes which include remuneration, career progression, recognition and any other factors that one may consider.

When there is an imbalance in the input – output ration then some tension is created in an individual, since most workers will always work towards attainment of equity (Robbin, 1989). Police officers in Kenya to be more precise officers working in Rapid Deployment Unit (RDU), always strive for equity in carrying out their daily operational duties. Input such as training, job experience, time , staying away from family, working in high risk areas, working for long hours without rest and many others, with such input the officers always expect fairness in the outcome of the job such as pass and annual leaves, recognition, redeployment and even promotion. When this is not achieved the officer performance will be greatly affected negatively and in the end poor performance. But when the vise verse happens and equity is achieved objectives and goals in the unit operations will be realized since the morale of the officers will be high.

## 2.8 Conceptual Framework

The conceptual framework below illustrates the different variables related in the study. The independent variables in this study were direct supervision, field training, work environment and field equipment while the dependent variable was job performance in Administration Police. The intervening variable was political interference.



**Figure 2.1: Conceptual Framework**



## 2.9 Knowledge Gaps

The table below shows a summary of the knowledge gap of the study variables

**Table 2.1: Knowledge Gaps**

Author and Year	Title	Variable	Findings	Research Gaps
Koech (2016)	Internal factors influencing service delivery within the Kenya Police service in Kitui County	Direct Supervision	Leadership had a great influence hence impact on how service delivery was being conducted in the police service.	The study focused on leadership as a whole, whereas this study looked specifically on direct leadership
Mboroki (2012)	Factors influencing service delivery by Kenya Police service. a case of Nairobi County, Kenya.	Field Training	Established that training is an importance component towards service delivery in the Kenya Police service	The study was limited to Kenya Police service, the current study focused on Administration Police service
Barasa (2017)	Influence of work environment on performance in the public security sector with a focus on the police in Nairobi Kenya	Work Environment	A conducive work environment improves the morale of the workers and assures them of their comfort.	The study focused on Kenya Police in regular duties, this study emphasized on officers working in the unit doing operation duties
Ochieng (2016)	The influence of capital resources on performance of police officers in Starehe Division, Nairobi County - Kenya	Field Equipment	Equipment help officers in their police work	The study focused on the equipment officers' use in towns, this study looked at the equipment officers use while in operation areas.

## **2.10 Summary of the Chapter**

The chapter focused on related literature on factors influencing performance of Administration Police officers in Rapid Deployment Unit. All the variables (supervision, training, work environment and equipment) were studied and reviewed in relation to the existing literature. Existing literature showed that not much has been studied on performance of Administration Police officers whom their input in securing Kenya is and continue to be very crucial. Job performance theories were also reviewed and formed the foundations of the study. Finally, a conceptual framework was also developed.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter presents the research methodology that was used in the study. The chapter entails introduction, research design, target population, sample size and sample procedure, data collection instrument, data collection procedures, data analysis techniques, ethical consideration and operational definition of the variables. The study sought the factors influencing performance of Administration Police officers in Rapid Deployment Unit.

#### **3.2 Research Design**

The study used descriptive research design that provided qualitative and quantitative data that was used to answer research questions in the study. Since most officers in the unit work in different operation areas in the country descriptive survey design was considered to be ideal, by using this design more information was collected from all the officers in Rapid Deployment Unit. This design was used since it enabled the researcher gain an in-depth understanding of the phenomenon under investigation that is factors influencing performance of Administration Police officers in Rapid Deployment Unit.

#### **3.3 Target Population**

Target population for this study was 887 Administration Police officers in Rapid deployment Unit in their various ranks cutting across from Assistant Inspector General of police to Police constable (Rapid Deployment Unit personnel Records, February, 2018). The target population is as shown on Table 3.1 below.

**Table 3.1: Target Population**

<b>Stratum</b>	<b>Total Number</b>	<b>Percentage</b>
Gazzeted officers	7	0.79%
Inspectorate	40	4.51%
Non-commissioned officers	105	11.84%
Police constables	735	82.86%
<b>Total</b>	<b>887</b>	<b>100%</b>

Source; Rapid Deployment Unit Personnel records (February, 2018)

### 3.4 Sample Size and Sampling Procedure

This section presents the sample size and sampling procedure that the researcher used in the study.

#### 3.4.1 Sample Size

A sample of 89 respondents out of the population of 887 (10% of the population) were selected for the study. The sample size is shown on Table 3.1.

**Table 3.2: Sample size**

<b>Stratum</b>	<b>Sample size</b>	<b>Percentage</b>
Gazzeted officers	1	10%
Inspectorate	4	10%
Non-commissioned officers	10	10%
Police constables	74	10%

Source: Rapid Deployment Unit Personnel records (February, 2018)

### **3.4.2 Sampling Procedure**

In this study stratified and simple random sampling techniques was used in selecting the appropriate sample. Administration police officers in Rapid Deployment Unit were grouped into strata of their ranks and then a simple random sampling was utilized to pick representatives from each stratum that was used in the study.

### **3.5 Data Collection Instruments**

The study used the following instruments for data collection; questionnaire, interview and observation. Questionnaires with both open ended questions and closed ended questions were used in the study to collect data from the Administration Police officers. Both closed and open ended questions were used interchangeably which allowed the respondents to express their feelings freely on the factors influencing their performance. The researcher divided the questionnaires into various sections in order to attain the objectives of the study. This tool was used since it was easy to administer and at the same time economical friendly to the researcher.

In addition, face to face interview was conducted to the police officers in order to clarify and gain some deeper understanding of some of the responses of respondents. The researcher also made direct observation of the sample elements behavior as far as factors influencing job performance of Administration Police officers.

### **3.6 Validity of Research Instruments**

Face validity of the instruments was ascertained by pretesting and discussing it with the supervisor in the area of study to access the importance of contents used in the questionnaire. His advice was utilized to ensure that the instruments used actually measured what they were expected to measure.

### **3.7 Reliability of Research Instruments**

To test reliability of questionnaire, a pilot study was done on five Administration Police officers from the unit with similar characteristics who were not be included during data collection, this was done to establish whether the questionnaire yielded consistent results after repeated trials, where the results were correlated whereby a figure of 0.7 was obtained which concluded that the results were reliable.

### **3.8 Data Collection Procedures**

The researcher obtained a research permit from the National Commission for Science, Technology and Innovation, through the assistance of the University of Nairobi to collect the data. After that, the researcher contacted the respondents and informed them of the intended research and the relevance of the research. Copies of the questionnaires were then handed to the respondents at their work areas; where after some time the researcher collected the questionnaires to avoid the respondents from misplacing them. The questionnaire had close – ended questions and open – ended where the respondent had the opportunity to express their views.

### **3.9 Data Analysis Techniques**

The study used software package (Statistical Package for Social Science–SPSS) and MS Excel to organize, edit and summarize the data. Data analysis output was commutated in percentages and presented in charts and tables. Data was analyzed both qualitatively and quantitatively. Data was then interpreted according to the purpose of the study which facilitated a discussion of the finding and greatly assisted in drawing up the conclusions of the study.

### 3.10 Operationalization of Variables

**Table 3.3: Operationalization of variables**

<b>Objective</b>	<b>Variables</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Data Analysis Technique</b>
To determine how direct supervision influence performance of Administration Police officers in Rapid Deployment Unit	Direct supervision	<ul style="list-style-type: none"> <li>• Role model</li> <li>• Clear direction from seniors</li> <li>• Involvement in decision making</li> </ul>	Ordinal Nominal	Frequency , Percentages Mean and Standard deviation
To access how field training influence performance of Administration Police officers in Rapid Deployment Unit	Field training	<ul style="list-style-type: none"> <li>• Adequate training</li> <li>• Involvement in identifying training needs</li> <li>• Monitoring and evaluation of the training</li> </ul>	Nominal Ordinal	Frequency, Percentages Mean and Standard deviation
Find out the extent to which work environment influence performance of Administration Police officers in Rapid Deployment Unit	Work environment	<ul style="list-style-type: none"> <li>• Terrain</li> <li>• Exposure to physical danger</li> <li>• Traumatic incidence</li> </ul>	Nominal Ordinal	Frequency, Percentages Mean and Standard deviation
To access how field equipment influence performance of Administration Police officers in Rapid Deployment Unit	Field equipment	<ul style="list-style-type: none"> <li>• Availability of field equipment</li> <li>• Safety of field equipment</li> <li>• Ability of the equipment to meet the needs of the assignment</li> </ul>	Ordinal Nominal	Frequency, Percentages Mean and Standard deviation

### **3.9 Ethical Considerations**

The researcher obtained authorization from the National Commission for Science, Technology and Innovation, the University of Nairobi and the Administration Police Service, before collecting data from the target population. The researcher treated all the respondents with utmost respect and courtesy, the respondents were also informed that the data collected will solely be used for academic purposes and that all the information they will share will be treated with the highest level of confidentiality.



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents data analysis, findings, interpretation and presentation where the main purpose of the study was to investigate factors influencing performance of Administration Police officers; a case of Rapid Deployment Unit, Embakasi Base, Nairobi County. The filled questionnaires were edited, coded and then analyzed using SPSS, and finally the findings were presented in tables.

#### **4.2 Response Return Rate**

All the questionnaires were filled and returned. This represented a 100% response rate which is considered satisfactory to make conclusions for the study. Out of the 89 questionnaires administered all the 89 questionnaires were returned. This high return rate is attributed to the data collection procedures, where the researcher personally administered questionnaires and waited for the respondents to fill and picked the filled questionnaires.

#### **4.3 Demographic Information of Respondents**

The study inquired about the information describing the characteristics of the respondents in terms of gender, age, experience, rank and highest level of education as per the questionnaires.

##### **4.3.1 Gender of Respondents**

The study sought to establish the gender of the respondent. The gender of the respondents was as presented in Table 4.1 below

**Table 4.1: Gender of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	81	91.0
Female	8	9.0
<b>Total</b>	<b>89</b>	<b>100.0</b>

Findings in table 4.1 shows that majority 81 (91%) of the respondents were male with 8(9%) being female. This implied that there were few female police officers in the unit since most of the duties of the unit are field or operational duties.

#### **4.3.2 Age of the Respondents**

The age of the respondents was sought, and their responses were as presented in Table 4.2.

**Table 4.2: Age of the Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
20-29years	29	32.6
30-39years	43	48.3
40-49years	16	18
50-59years	1	1.1
<b>Total</b>	<b>89</b>	<b>100</b>

Majority of the respondents, 43 (48.3%) were between the age of 30-39 years, 29 (32.6%) were of the ages of 20-29 years, 16(18%) of the respondents said 40-49 years while 1(1.1%) of the respondent indicated 50-59 years. This implies that Administration Police officers in the unit were mature enough to understand their work in the unit and give accurate information on factors influencing performance of Administration Police officers.

### 4.3.3 Experience of the Respondents

The experience of the officers in the unit was sought by asking the question how long they have been in the Unit. The responses were as in Table 4.3.

**Table 4.3: Experience of the Respondents**

<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
1-5years	35	39.3
6-10years	25	28.1
11-15years	23	25.8
over 15years	6	6.7
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings in table 4.3 majority of police officers, 35 (39.3%) had an experience of between 1-5years and 25 (28.1%) had an experience of 6-10 years. This implies that most of the police officers had served in the unit for long and therefore had enough experience on the performances of the unit.

### 4.3.4 Rank of the Respondents

The study sought to establish the rank distribution among the respondents. The findings were as presented on Table 4.4.

**Table 4.4: Rank of the Respondents**

<b>Rank</b>	<b>Frequency</b>	<b>Percentage</b>
Gazetted officer	1	1.1
Member of inspectorate	6	6.7
Non-commissioned officer	19	21.3
Constable	63	70.8
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings in table 4.4 majority of the respondents, 63 (70.8%) were of the rank of a police, 19(21.3%) were non- commissioned officers, 6(6.7%) were members of inspectorate while 1 (1.1%) was of the rank of gazetted officer. This implies that majority of the police officers were of the lowest rank in the unit and being the main respondents would give valid information on the factors influencing performance of Administration Police officers in Rapid Deployment Unit.

#### 4.3.5 Highest Level of the Respondents

The highest level of education of the respondents was as reported in Table 4.5.

**Table 4.5: Highest Level of Education of the Respondents**

<b>Highest Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Primary	1	1.1
Secondary	63	70.8
Post-secondary	25	28.1
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings, 63 (70.8%) of the respondents had attained secondary education, 25 (28.1%) had attained post-secondary education while 1(1.1%) of the respondents had attained primary education. This implies that majority had attained had attained basic education and can give the right information on the factors influencing performance in the Unit.

#### 4.4 Influence of direct supervision on performance of Administration Police Officers

The researcher sought to find out how direct supervision influence performance of Administration Police Officers in Rapid Deployment Unit. The study investigated the extent to which supervisors influence supervision on performance of Administration Police Officers, how a clear direction influences performance of Administration Police Officers, involvement in decision making and how it influences performance of Administration Police Officers, the support of the supervisor and its influence on performance of

Administration Police Officers, the treatment by supervisors and how it influences performance of Administration Police Officers.

The researcher sought to find out how supervisors as role models influence performance of Administration of Police Officers. The findings are presented in Table 4.6

**Table 4.6 Supervisors act as role models to influence performance of Administration Police**

<b>Supervisors act as role models</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	6	6.7	17.5	18.1438
Disagree	10	11.2		
Neutral	24	27.0		
Agree	33	37.1		
Strongly Agree	16	18.0		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

The researcher sought to know the extent to which supervisors act as role models to influence performance of Administration Police officers in Rapid Deployment Unit. The respondents said supervisors act as role models to them with a mean of 17.5 and standard deviation of 18.1438. Majority 33(37.08%) of the police officers agree that supervisors act as role models which influences performance of Administration Police Officers. This indicates that the way supervisors perform their duties greatly influences the performance of the Administration police officers since they provide guidance on how a task is to be accomplished.

The researcher studied the influence of clear direction on performance of administration police officers. The findings are indicated in Table 4.7.

**Table 4.7: Influence of Clear Direction on performance of Administration Police Officer**

<b>Clear Direction</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	2	2.2		
Disagree	8	9.0		
Neutral	15	16.9		
Agree	45	50.6	17.8	20.7
Strongly Agree	19	21.3		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

The results shown in table 4.7 indicate that the respondent with a mean of 17.8 and standard deviation of 20.7 where a majority, 45 (50.6%) of the respondents agree that clear direction influences performance of Administration Police Officers while 19 (21.3%) strongly agree that clear direction influences performance of Administration Police Officers. This shows that when there is a clear mode of direction on what is to be achieved from the supervisors then in the long run performance of Administration Police officers is positively influenced making it easier for the targets to be achieved and the objectives met.

The researcher sought to establish the influence of involvement in decision making on performance. The responses were as in Table 4.8

**Table 4.8: Influence of involvement in decision making on Performance of Administration Police Officers**

<b>Involvement in decision making</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	14	15.7
Disagree	23	25.8
Neutral	27	30.3
Agree	16	18.0
Strongly Agree	9	10.1
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings in table 4.8, Majority 27 (30.3%) were neutral that involvement in decision making influences performance of Administration Police Officers while 23 (25.8%) disagree that involvement in decision making influences performance of Administration Police Officers. This implies that decision making does not necessarily have a great effect on performance of Administration Police Officers in the unit since in most of the missions they take part in they in most cases ordered to.

The researcher studied the supervisors support and its influence on performance of administration police officers. The findings are indicated in Table 4.9.

**Table 4.9: Supervisors support and its influence on performance of Administration Police Officers**

<b>Supervisors Support</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	9	10.1	17.8	16.814
Disagree	12	13.5		
Neutral	14	15.7		
Agree	29	32.6		
Strongly Agree	25	28.1		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, Majority of the respondents 29 (32.6%) agree that supervisors support greatly influences performance of Administration Police Officers while 25 (28.1%) strongly agree that supervisors support influences performance of Administration Police Officers. This shows that police officers greatly require moral, psychological and even financial support from their supervisors in order for the targets to be achieved successfully.



The researcher studied the equal treatment by supervisors and its influence on performance of administration police officers. The findings are indicated in Table 4.10.

**Table 4.10: Equal treatment by supervisors and its influence on performance of Administration Police officers**

<b>Supervisors Equal Treatment</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	18	20.2		
Disagree	11	12.4		
Neutral	9	10.1		
Agree	30	33.7	17.8	17.28
Strongly Agree	21	23.6		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, majority 30 (33.7%) agree that supervisors equal treatment positively influences the performance of Administration Police Officers while 21 (23.6%) strongly agree that supervisors equal treatment influences performance of Administration Police Officers. This implies that supervisors should treat each and every officer without any biasness, fear or favour for effective delivery of services.

The researcher sought to find out whether direct supervision influence performance in Administration Police Officers in Rapid Deployment Unit. The findings are shown in Figure 4.11.

**Table 4.11 Influence of direct supervision on performance of Administration Police Officers**

<b>Direct supervision</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	78	87.6
No	11	12.4
<b>Total</b>	<b>89</b>	<b>100.0</b>

Majority of Police Officers, 87.64% agree that direct supervision influences the performance of Administration Police Officers. A few 12.36% disagree that direct supervision influences performance of Administration Police Officers. This indicates that when a supervisor is directly at the ground there is prompt feedback and problems are instantly solved this enables the goals to be achieved effectively.

The researcher sought to find out the response why direct supervision influences performance of Administration Police Officers. The findings are presented in table 4.12.

**Table 4.12: Response of the influence of direct supervision on performance of Administration Police Officer**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Promotes efficiency	22	24.7		
Improves performance	43	48.3	29.67	25.43
Encourages coordination and cooperation at work	24	27.0		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, majority 43 (48.3%) indicated that direct supervision improves performance while 24 (27.0%) said it encourages coordination and cooperation at work. This implies that direct supervision promotes coordination and cooperation which enables the performance to be positive and hence achievement of the stated objectives.

#### **4.5 Influence of field training on performance of Administration Police officers in Rapid Deployment Unit**

The researcher sought to find out the influence of field training on performance of Administration Police Officers in Rapid Deployment Unit. The study investigated if officers in Rapid Deployment Unit are adequately trained to carry out their duties effectively, whether they are involved in identifying training needs, monitoring and evaluation of the training is carried out to ascertain their relevance, all officers in the unit undergo tactical courses, the unit occasionally conducts refresher tactical courses to equip the officers with new skills.

The researcher sought to investigate if officers in Rapid Deployment Unit are adequately trained to carry out their duties. The results are shown in table 4.13.

**Table 4.13: Influence of adequate training on performance of Administration Police Officers**

<b>Training</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	8	9.0		
Disagree	9	10.1		
Neutral	14	15.7		
Agree	33	37.1	17.8	18.1328
Strongly Agree	25	28.1		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, majority 33 (37.1%) agree that adequate training influence performance of Administration Police Officers while 25 (28.1%) strongly agree that adequate training influence the performance of Administration Police Officers. This implies that when officers a trained well then service delivery will be efficient and prompt hence their performance will greatly improve.

The researcher sought to investigate the influence of training needs on performance of Administration Police officers in Rapid Deployment Unit are adequately trained to carry out their duties. The results are shown in table 4.14.

**Table 4.14: Influence of training needs on performance of Administration Police Officer**

<b>Identifying Training Needs</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	29	32.6	17.8	17.56
Disagree	20	22.5		
Neutral	6	6.7		
Agree	23	25.8		
Strongly Agree	11	12.4		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, Majority 29 (32.6%) strongly disagree that identifying training needs influences performance of Administration Police Officers while 23 (25.8%) agree that identifying training needs influences performance of Administration Police Officers. This shows that identifying of training needs does not necessarily influence performance since it does depend on the financial, physical, psychological and moral support issued.

The researcher sought to investigate the influence of monitoring and evaluation of training on performance of Administration Police Officers. The results are shown in table 4.15

**Table 4.15: Influence of monitoring and evaluation of training on performance of Administration Police Officers**

<b>Monitoring and Evaluation</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	15	16.9		
Disagree	17	19.1		
Neutral	23	25.8	17.8	16.26
Agree	21	23.6		
Strongly Agree	13	14.6		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings, majority 23 (25.8%) are neutral on the influence of monitoring and evaluation of training on performance of Administration Police Officers while 21 (23.6%) agree that monitoring and evaluation of training influence performance of Administration Police Officers. This implies that monitoring and evaluation of training should be paramount to ensure that whatever officers are trained in goes in line with the changing crime trend and new enemy tactics for effective performance in their duties.

The researcher sought to investigate the influence of tactical courses on performance of Administration Police Officers. The results are shown in table 4.16.

**Table 4.16: Influence of tactical courses on performance of Administration Police Officers**

<b>Tactical Courses</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	11	12.4
Disagree	22	24.7
Neutral	13	14.6
Agree	23	25.8
Strongly Agree	20	22.5
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings, majority 23(25.8%) agree that tactical courses influence the performance of Administration Police Officers while 22 (24.7%) disagree that tactical courses influence performance of Administration Police Officers. This shows that tactical courses only influence performance of Administration Police officers on a small range.

The researcher sought to investigate the influence of refresher courses on performance of Administration Police Officers. The results are shown in table 4.17.

**Table 4.17: Influence of refresher courses on performance of Administration Police Officers**

<b>Refresher courses</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	11	12.4		
Disagree	8	9.0		
Neutral	10	11.2		
Agree	33	37.1	17.8	18.34
Strongly Agree	27	30.3		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

Majority, 33 (37.1%) agree that refresher courses influence performance of Administration Police officers while 27 (30.3%) strongly agree that refresher courses influence performance of Administration Police Officers. This implies that refresher courses should be done frequently in order to improve on performance since they help the officers to equip themselves with updated knowledge on how to best carry out their work.

#### **4.6 Influence of work environment on performance of Administration Police officers in Rapid Deployment Unit**

The researcher sought to find out the influence of work environment on performance of Administration Police Officers in Rapid Deployment Unit. The study investigated if Knowledge of the terrain is key in accomplishing mission, if officers are exposed to physical danger in line of duty, if officers in the unit have experienced traumatic incidences in areas they are deployed in, if work in the unit is always unpredictable, and if officers stay away from their families due to the nature of their work.

The researcher sought to investigate the influence of knowledge of the terrain in accomplishing a mission. The results are shown in table 4.18.

**Table 4.18: Influence of knowledge of the terrain in accomplishing a mission**

<b>Knowledge of Terrain</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	5	5.6		
Disagree	5	5.6		
Neutral	6	6.7		
Agree	26	29.2		
Strongly Agree	47	52.8	17.8	23.96
<b>Total</b>	<b>89</b>	<b>100.0</b>		

Data as presented in Table 4.18 indicated that majority 47 (52.85%) strongly agree that knowledge of terrain is key in accomplishing a mission 26 (29.2%) agree this implies that police officers should be informed about the terrain of the place this will foster the accomplishment of the mission since if they know how the terrain is they will prepare adequate for the task ahead, hence success in the mission.

The study sought to establish whether officers are in most cases exposed to physical danger in line of duty. The responses were as in Table 4.19.

**Table 4.19: Exposure to physical danger in line of duty**

<b>Exposure to physical danger</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	6	6.7		
Disagree	8	9.0		
Neutral	12	13.5		
Agree	30	33.7		
Strongly Agree	33	37.1	17.8	18.9
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings in Table 4.19 majority 33 (37.1%) strongly agree that police officers are exposed to physical danger in line of duty while 30 (33.7%) agree. This implies that when police officers are on duty they are exposed to physical danger, this greatly has an impact on their performance as the officers have a fear of what will happen to them while on duty, which is why all the necessary equipment should be purchased to defend them when in line of duty.



The researcher sought to investigate the traumatic incidences experienced by Police officers. The results are shown in table 4.20.

**Table 4.20: Traumatic incidences experienced by police officers**

<b>Traumatic incidences</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	6	6.7		
Disagree	6	6.7		
Neutral	3	3.4		
Agree	37	41.6	17.8	21.24
Strongly Agree	37	41.6		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings majority 37 (41.6%) strongly agree and agree respectively that officers in the unit have experienced traumatic incidences in areas they are deployed in this implies that majority of officers undergo traumatic experiences while on duty since they have experienced colleagues being injured or even killed at the areas they are working, and most of the mission they are involved are a matter of life and death, therefore they should always undergo guidance and counseling in order to psychological improve their mentality and performance.

The researcher sought to investigate whether work in the unit is always unpredictable. The results are shown in table 4.21.

**Table 4.21: Work in the unit is always unpredictable**

<b>Predictability</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	4	4.5
Disagree	4	4.5
Neutral	11	12.4
Agree	25	28.1
Strongly Agree	45	50.6
<b>Total</b>	<b>89</b>	<b>100.0</b>

From the findings in Table 4.21 majority, 45 (50.6%) strongly agree that work in the unit is always unpredictable while 25 (28.1%) agree. This implies that the police officers in the unit never have a fixed work program and should always be ready for any work they are called on anytime of the day. Despite the nature of the work, officers should be briefed in time to ensure that they are prepared both psychologically and physically for any action that is ahead of them and the enemy they are to tackle.

The researcher sought to investigate if officers stay long away from their families. The results are shown in table 4.22.

**Table 4.22: Officers stay long away from their families**

<b>Work</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	4	4.5		
Disagree	3	3.4		
Neutral	5	5.6		
Agree	20	22.5		
Strongly Agree	57	64.0	17.8	24.32
<b>Total</b>	<b>89</b>	<b>100.0</b>		

Data as presented in Table 4.22 indicated that majority, 57 (64.0%) strongly agree that due to the nature of work officers stay long away from their families while 4 (4.5%) strongly disagree. This implies that majority of police officers are always away from their families since they deployed far away depending with the work in the unit therefore spending time with their families is vulnerable and their family life is affected and in the end this also affect their work hence the performance.

The researcher sought to identify how work environment has influenced performance of police officers in the areas they have been deployed. Their responses were summarized in table 4.23.

**Table 4.23 Influence of work environment on performance of Administration Police officers**

<b>Work environment</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
It has made me hardened	9	10.1		
Language barrier affects performance	15	16.9		
Harsh environment lowering morale	39	43.8	22.25	21.66
Traumatic experiences due to loss affecting efficiency	26	29.2		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

Table 4.23 indicates that majority,43.82% of the respondents agreed that harsh environment lowers the morale of police officers while 10.11% said that the work environment has made him hardened. This implies that when officers are in harsh environments the performance is greatly affected because of their adaptability

#### **4.7 Influence of field equipment on performance of Administration Police Officers in Rapid deployment unit**

The researcher sought to find out the Influence of field equipment on performance of Administration Police Officers in Rapid deployment unit. The study investigated if equipment officers need in the operation area are available, if equipment officers use are superior to what the enemy possess, if safety of the armored vehicles officers use in the field is guaranteed, if communication gadgets provided the ability of the equipment to meet the needs of the assignment.

The researcher sought to investigate the availability of equipment officers need in the operation area. The results are shown in table 4.24.

**Table 4.24 Availability of equipment officers need in the operation area**

<b>Need</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	13	14.6		
Disagree	18	20.2		
Neutral	22	24.7		
Agree	27	30.3	17.8	16.91
Strongly Agree	9	10.1		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings in Table 4.24 majority 27 (30.3%) agree that equipment officers need in the operation area are available while 9 (10.1%) strongly agree. This implies that the equipment officers' needs are available and that performance should be influenced positively because all they require to accomplish a task are readily available

The researcher sought to investigate the superiority of the equipment officers use in Rapid Deployment Unit. The results are shown in table 4.25.

**Table 4.25: Superiority of equipment officers use**

<b>Superiority of Equipment Officers use</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	17	19.1		
Disagree	21	23.6		
Neutral	28	31.5	17.8	17.15
Agree	17	19.1		
Strongly Agree	6	6.7		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings in Table 4.25 majority 28 (31.5%) are neutral while 21 (23.6%) disagree that equipment officers use are superior to what the enemy possess. This implies that the unit should have more superior equipment's than that the enemy possess in order to ensure that they are able to defeat the enemy and ensure their goals are achieved this will improve performance.

The researcher sought to investigate the safety of armoured vehicles officers use in the field. The results are shown in table 4.26.

**Table 4.26: Safety of armoured vehicles officers use in the field**

<b>Safety of armoured vehicles guaranteed</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	12	13.5		
Disagree	22	24.7		
Neutral	26	29.2	17.8	17.013
Agree	21	23.6		
Strongly Agree	8	9.0		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings of table 4.26 majority 26 (29.2%) are neutral while 22 (24.7%) disagree that the safety of armoured vehicles officers use in the field is guaranteed. This implies that the unit should invest more on the safety of the vehicles officers use in the operation in order to build on their confidence in their work since their safety will guaranteed. When this is done it will increase morale of officers working thus performance is improved.

The researcher sought to investigate how communication gadgets provided the ability of the equipment to meet needs of the assignment. The results are shown in table 4.27.

**Table 4.27 Communication gadgets provided the ability of the equipment to meet needs of the assignment**

<b>Communication gadgets</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Strongly Disagree	8	9.0		
Disagree	13	14.6		
Neutral	20	22.5		
Agree	31	34.8	17.8	17.36
Strongly Agree	17	19.1		
<b>Total</b>	<b>89</b>	<b>100.0</b>		

From the findings in Table 4.27 majority 31 (34.8%) agree while 8 (9.0%) strongly disagree that communication gadgets provided the ability of the equipment to meet needs of the assignment. This shows that communication is very vital in the achievement of the assignment objectives therefore more and secure communication gadgets should be available in order to meet the goals and success of a mission effectively.

The researcher sought to identify how equipment contributes to performance of police work in the unit. The responses are shown in Table 4.28.

**Table 4.28 Responses to identify how equipment contribute to performance of police work**

<b>Equipment contribution</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	86	96.6
No	3	3.4
<b>Total</b>	<b>89</b>	<b>100.0</b>

Table 4.28 indicates that majority 96.3% of the respondents agree that equipment contribute to performance in police work in the unit. This implies that more equipment should be purchased in the unit to ensure improved performance in the unit.

The researcher sought to find out the reasons why equipment contributed in performance in the unit and the responses are portrayed in Table 4.29.

**Table 4.29 Reasons to identify how equipment contribute to performance of police work**

<b>Reasons for equipment contribution</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std Dev</b>
Easy passing of information	14	15.7		
Enhances courage for effective delivery	26	29.2		
Goals are achieved	21	23.6		
It promotes effective coordination	28	31.5	22.25	19.83
<b>Total</b>	<b>89</b>	<b>100.0</b>		

Table 4.29 indicates that majority 31.46% said that it promotes effective coordination while 29.21% said it enhances courage for service delivery. This shows that equipment majorly promotes effective coordination which leads to courage promoting service delivery.



**CHAPTER FIVE**  
**SUMMARY OF FINDING, DISCUSSION, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary of the findings, discussions, conclusions and recommendations as per how the respondents responded. The chapter also recommends other possible areas for further research.

**5.2 Summary of Findings**

The purpose of the study was to investigate factors influencing performance of Administration Police Officers; A Case of Rapid Deployment Unit, Embakasi Base, Nairobi County, Kenya. Four research objectives were developed. The research objectives sought to: determine how direct supervision influence performance of Administration Police officers in Rapid Deployment Unit; determine how field training influence performance of Administration Police officers in Rapid Deployment Unit; find out the extent to which work environment influence performance of Administration Police Officers in Rapid Deployment Unit: and lastly examine how field equipment influences performance of Administration Police officers in Rapid Deployment Unit.

The findings on the influence of direct supervision on performance of Administration Police officers in Rapid Deployment Unit indicated that. Majority 33(37.08%) of the police officers agree that supervisors act as role models which influences performance of Administration Police Officers. Majority, 45 (50.6%) of the respondents agree that clear direction influences performance of Administration Police Officers Majority 27 (30.3%) of the respondents were neutral that involvement in decision making influences performance of Administration Police Officers. Majority 29 (32.6%) of the respondents agree that supervisors support greatly influences performance of Administration Police Officers. Majority 30 (33.7%) of the respondents agree that supervisors equal treatment positively influences the performance of Administration Police Officers.

The findings on the influence of field training on performance of Administration Police Officers in Rapid Deployment Unit indicated that majority 33 (37.1%) of Administration Police officers agree that adequate training influence performance of Administration Police Officers. Majority 29 (32.6%) of the respondents strongly disagree that identifying training needs influences performance of Administration Police Officers. Majority 23 (25.8%) of Administration Police Officers are neutral on the influence of monitoring and evaluation of training on performance of Administration Police Officers. Majority 23(25.8%) of Administration Police Officers agree that tactical courses influence the performance of Administration Police Officers. Majority, 33 (37.1%) of Administration Police Officers agree that refresher courses influence performance of Administration Police Officers.

The findings on the influence of work environment on performance of Administration Police Officers in Rapid Deployment Unit indicated that majority 47 (52.85%) of Administration Police Officers strongly agree that knowledge of terrain is key in accomplishing a mission. Majority 33 (37.1%) of Administration Police Officers strongly agree that police officers are exposed to physical danger in line of duty. Majority 37 (41.6%) of Administration Police Officers strongly agree and agree respectively that officers in the unit have experienced traumatic incidences in areas they are deployed in. Majority, 45 (50.6%) of Administration Police Officers strongly agree that work in the unit is always unpredictable. Majority, 57 (64.0%) of Administration Police Officers strongly agree that due to the nature of work officers stay long away from their families. Majority, 43.82% of the respondents agreed that harsh environment lowers the morale of police officers.

The findings on the influence of field equipment on performance of Administration Police Officers in Rapid Deployment Unit indicated that majority 27 (30.3%) of Administration Police Officers agree that equipment officers need in the operation area are available. Majority 28 (31.5%) of Administration Police Officers are neutral that equipment officers use are superior than what the enemy possess. Majority 26 (29.2%) of Administration Police Officers are neutral that the safety of armoured vehicles officers use in the field is guaranteed.

Majority 31 (34.8%) of Administration Police Officers agree that communication gadgets provided the ability of the equipment to meet needs of the assignment. Majority 96.3% of the respondents agree that equipment contribute to performance in police work in the unit. Majority 31.46% of Administration Police Officers said that it promotes effective coordination while 29.21% said it enhances courage for service delivery.

### **5.3 Discussion of the Findings**

From the literature review, leadership is key in achieving organizational goals, since leadership incorporates working with and by means of people in order to achieve dreams not necessary hierarchical objectives (Hersey and Blanchard, 2009). The respondents felt that most of the objectives in different missions will be achieved if there is clear direction from the supervisors out in the field. Also the study established that officers will perform well in their duties when in their areas of work they receive support from their immediate supervisors whom will guide them on what to be done and what not to be done and how it should be done, as this is in line with what Brunetto and Farr-Wharton (2002) concluded that supervision will increase the degree of job pride in the public sector employees. The productiveness and performance of subordinates can be expanded with managerial actions and supervision. Equal treatment of the officers in the field is important for officers to perform towards attainment of the objectives set.

The literature review by Tahir and Sajjad (2013), states that through proper training in areas one lack, an employee can improve performance. The respondents felt that performance in the service will only improve for the better if the officers are adequately trained in the areas that they lack in order to fight the enemy accordingly.

According to Blanchard & Thacker (2003), in order to maintain a competitive advantage in today's world, training human resources is paramount, as it will enable them to solve challenges at workplace, maintain a competitive advantage and help employees achieve their objectives in an organization. It is in view of this that the study found out that tactical courses should be encouraged putting in mind the changing criminal environment and that

more refresher courses should be conducted so that officers are equipped with an updated knowledge to carry out their duties effectively and hence perform optimally. Organizations that put more emphasis on training programs always record high level of performance (Smith and Smith, 2007). According to the Ransley (2009), the overall performance police officers without proper and adequate training are in most cases affected. According to Vision 2030, a community free from danger and fear in Kenya can only realized if police officers perform at their best and this will be achieved if and only if they continue to be trained in different areas to equip them with the most updated skills relevant to their work.

Literature review on work environment according to Leblebici (2012), states that employees will feel safe and healthy if they work in a good working environment. Working surrounding has a big impact on the overall performance of a worker (Awan and Tahir, 2015). The general feeling of the respondents was that harsh working environment affects their performance since it lowers their morale. The respondents also felt that for the success of mission in the field, then the officers must be aware of the terrain since it will assist there movement to the enemy zones and at the end achievement of the objectives of the set mission.

On the aspect of field equipment, officers were of the opinion that as much as the Government is trying in providing the equipment officers need to carry out their duties, the equipment should be safe enough for the officers to use and that in order to perform to the expectations then they should have equipment that are superior than what the enemy possesses. From the literature review, 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). Finally, for a perfect service delivery process, the security agencies must allocate adequate resources, as failure in doing so performance is bound to fail (Sugarman, 2010).

#### **5.4 Conclusions**

Based on the findings the study concluded that there is a clear mode of direction performance of administration officers which is positively influenced making it easier for the targets to be achieved and that the way supervisors perform their duties greatly influences the performance of the Administration police Officers since they provide guidance. When adequate training is effectively done service delivery is efficient and prompt. Identifying of training needs does not necessarily influence performance since it does depend on the financial, physical, psychological and moral support issued. Monitoring and evaluation of training should be paramount to ensure effective service delivery, tactical courses only influence performance of Administration Police officers on a small range and that refresher courses should be done frequently in order to improve on performance.

The study concludes that police officers should be informed about the terrain of the place to foster the accomplishment of the mission. Police officers when on duty are exposed to physical danger of which all the necessary equipment should be purchased to defend them when in line of duty. Officers undergo traumatic experiences and therefore should always undergo guidance and counseling in order to psychologically improve their mentality. Police officers should always be alert of any work they are called for to ensure quick response therefore they need to be readily available and prepared both psychologically and physically Administration police officers are always away from their families since they may be posted far away depending with the work in the unit therefore spending time with their families is vulnerable hence when officers are in harsh environments the performance is greatly affected because of their adaptability.

The study also concluded that equipment officers' needs are available and that performance should be influenced positively because all they require to accomplish a task are readily available. The unit should have more superior equipment's than that the enemy possesses in order to ensure that they are able to defeat the enemy and ensure their goals are achieved in order to improve performance. The unit should invest more on the vehicles officers use in order to build on their confidence which will increase their morale of working thus performance is improved.

## **5.5 Recommendations**

Based on the findings and conclusion, the study recommends the following:

- i. The supervisors should be trained on supervision skills as this has shown to influence the performance of Administration police officers.
- ii. Field Training should be conducted putting into consideration the changing enemy since performance depends on how best one is trained.
- iii. Police Officers deployed in harsh environment should be financially, physically and psychologically supported.
- iv. The government should avail sufficient funds for the purchase of safe and effective field equipment for better police performance

## **5.6 Suggestion for Further Research**

The researcher makes suggestions for further research to be conducted on.

- i. A similar study be conducted targeting regular Administration Police officers in the service performing general duties.
- ii. An investigation on factors affecting deployment of Administration Police officers in Rapid Deployment Unit.

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## APPENDICES

### APPENDIX I: INTRODUCTORY LETTER

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: INTRODUCTORY LETTER – RESEARCH PROJECT**

I am a graduate student in the School of Continuing and Distance Education at the University of Nairobi. In partial fulfillment of the requirements of the degree of Master of Arts in Project Planning and Management, I am conducting a research on factors influencing performance of Administration Police officers: a case of Rapid Deployment Unit, Embakasi Base –Nairobi County.

I kindly request your input through filling this questionnaire. Please note that your honest responses will be strictly confidential and purely for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation.

Yours faithfully,

P. M. Kaula

Reg. No.: L50/84528/2016

Tel: 0717 775 455

Email: [peterkaula@yahoo.com](mailto:peterkaula@yahoo.com)

## APPENDIX II: QUESTIONNAIRE

Dear Respondent,

I am P.M. Kaula, a postgraduate student at the School of Continuing and Distance Education, University of Nairobi. I would appreciate your help by answering the following questions using the scales indicated. The aim of the questionnaire is to explore factors influencing performance of Administration Police officers; a case of Rapid Deployment Unit, Embakasi Base – Nairobi County. This information will be used strictly for academic purposes only and will be treated with utmost confidence.

### SECTION A: General Information

Please complete the following by ticking the appropriate box.

1. **Gender:** Male [  ]      Female [  ]
  
2. **Age**      20 – 29 years [  ]      30- 39 years [  ]  
                    40 – 49 years [  ]      50 – 59 years [  ]
  
3. **How long have you been in the unit?**  
1-5 years            [  ]            6 – 10 years            [  ]  
11- 15 years        [  ]            Over 15 years            [  ]
  
4. **Please indicate your rank bracket**  
Gazetted Officer                            [  ]  
Member of Inspectorate                    [  ]  
Non – Commissioned Officer                [  ]  
Constable                                      [  ]
  
5. **What is your highest level of education?**  
Primary                                        [  ]  
Secondary                                      [  ]  
Post - Secondary                                [  ]

**SECTION B:**

**PART A:** To determine how direct supervision influence performance of Administration Police officers in Rapid Deployment Unit

Please indicate the extent to which the following statements on direct supervision influence performance of Administration Police officers using a scale below:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I see my supervisors as role model in my work					
2.	There is always a clear direction on what is to be done					
3.	Involvement in decision making					
4.	My immediate supervisor in the field always supports me in my work					
5.	In field operation my supervisor treats all of us equally					

In your own opinion do you think direct supervision influence performance in Administration Police officers in Rapid Deployment Unit?

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**PART B:** To determine how field training influence performance of Administration Police officers in Rapid Deployment Unit

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Officers in Rapid Deployment Unit are adequately trained to carry out their duties effectively					
2.	Am always involved in identifying training needs in the Unit					

3.	The unit carries monitoring and evaluation of the training in the unit to ascertain their relevance					
4.	All officers in the unit have undergone tactical courses					
5.	The unit occasionally conducts refresher tactical courses to equip the officers with new skills					

In your own opinion outline how field training influences your performance in the Unit?

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**PART C:** Find out the extent to which work environment influence performance of Administration Police officers in Rapid Deployment Unit

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Knowledge of the terrain is key in accomplishing a mission					
2.	Many times am exposed to physical danger in line of duty					
3.	Officers in the unit have experienced traumatic incidences in areas they are deployed in					
4.	Work in the unit is always unpredictable					
5.	Due to nature of work, officers stay long away from their family members					

Highlight how work environment have influence your performance in the areas you have been deployed?

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**PART D:** To examine how field equipment influences performance of Administration Police officers in Rapid Deployment Unit

Please indicate the extent to which you either agree or disagree with each of the statement by selecting one category that mostly corresponds to your desire. Use the scale:

5- Strongly Agree, 4 - Agree, 3 - Neutral, 2 – Disagree 1 - Strongly Disagree.

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Equipment officers need in the operation area are available					
2.	Equipment officers use are superior than what the enemy posses					
3.	Safety of the armored vehicles officers use in the field is guaranteed					
4.	Communication gadgets provided the ability of the equipment to meet the needs of the assignment					

In your own opinion do you think equipment contribute to performance in your police work in the unit?

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THANK YOU FOR YOUR PARTICIPATION.

## APPENDIX III: NACOSTI RESEARCH CLEARANCE PERMIT

### THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

#### CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation  
P.O. Box 30623 - 00100, Nairobi, Kenya  
TEL: 020 400 7900, 0713 788787, 0735 404245  
Email: dg@nacosti.go.ke, registry@nacosti.go.ke  
Website: www.nacosti.go.ke



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation  
RESEARCH LICENSE

Serial No.A 21755

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:  
**MR. PETER MWENDWA KAULA**  
of NAIROBI UNIVERSITY, 0-80405  
KINANGO, has been permitted to  
conduct research in *Nairobi County*

Permit No : NACOSTI/P/18/33399/26143  
Date Of Issue : 6th November, 2018  
Fee Received :Ksh 1000

on the topic: **FACTORS INFLUENCING  
PERFORMANCE OF ADMINISTRATION  
POLICE OFFICERS: A CASE OF RAPID  
DEPLOYMENT UNIT, EMBAKASI BASE -  
NAIROBI COUNTY**

for the period ending:  
**6th November, 2019**



.....  
Applicant's  
Signature

.....  
  
Director General  
National Commission for Science,  
Technology & Innovation

## APPENDIX IV: NACOSTI LETTER OF RESEARCH AUTHORIZATION



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone : +254-20-2213471,  
2241349,3310571,2219420  
Fax : +254-20-310245,310249  
Email : dg@nacosti.go.ke  
Website : www.nacosti.go.ke  
When replying please quote :

NACOSTI Upper Kabete,  
Off Waiyaki Way,  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref No **NACOSTI/P/18/33399/26143**

Date **6<sup>th</sup> November, 2018**

Peter Mwendwa Kaula  
University of Nairobi  
PO Box 30197-00100  
**NAIROBI.**

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Factors influencing performance of administration police officers: A case of rapid deployment unit, Embakasi base – Nairobi County.*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **6<sup>th</sup> November, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**  
Copy to:

The County Commissioner  
Nairobi County

The County Director of Education  
Nairobi County