

**THE INFLUENCE OF SOCIAL-ECONOMIC STATUS ON THE PERFORMANCE OF  
KENYA POLICE SERVICE: A CASE OF BUSIA COUNTY, KENYA**

**BY**

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## DECLARATION

“This research report is my original work and has not been presented for a master degree in any other University”.

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## **DEDICATION**

This research report is dedicated to my mother Mrs. Margaret Kiruja, brother Jonah Muthomi

## **ACKNOWLEDGEMENT**

I am grateful to the Almighty God for his love and provision throughout the study of the course. The entire University of Nairobi staff for allowing me to learn in the Institution. I profoundly thank Mr. Moses Shililu for his unwavering support, advice and encouragement as my Supervisor. Thanks also to Dr. Purity Anyanje, Dr. Vincent Muyeka my lecturers' and colleagues in Master Class for their support, ideas, encouragement throughout the course. I thank Mr. Jonah Muthomi for assisting in typing and printing the work,

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## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the study .....	1
1.2 Statement of the problem .....	3
1.3 Purpose of the Study .....	4
1.4 Objectives of the Study.....	4
1.5 Research Questions .....	4
1.6 Significance of the study.....	5
1.7 Assumption of the study .....	5
1.8 Limitations of the study .....	6
1.9 Delimitation of the Study.....	6
1.10 Definitions of Terms .....	7
1.11 Organization of the Study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>9</b>
2.1 Introduction.....	9
2.2 Theoretical Perspectives of Factors Influencing Performance of Kenya Police Service.....	9
2.3 Remuneration on Performance of Kenya Police Service.....	10
2.4 Housing and Performance of the Kenya Police Service .....	11
2.5 Training and Performance of the Kenya Police Service .....	12
2.6 Recreation and Performance of the Kenya Police Service .....	16
2.7 Theoretical Framework.....	16
2.8 Conceptual Framework.....	19

2.9 Summary of literature review .....	20
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**CHAPTER THREE: RESEARCH METHODOLOGY ..... 21**

3.1 Introduction.....	21
3.2 Study Design.....	21
3.3 Target Population.....	22
3.4. Sample Size Determination.....	22
3.5 Sampling Procedures .....	24
3.6 Data Collection Instrument .....	25
3.7 Pilot testing of the Instrument.....	26
3.8 Validity of the instruments.....	26
3.9 Reliability of the instruments.....	26
3.10 Data Collections Procedures .....	27
3.11 Training of Research Assistants.....	27
3.12 Data analysis techniques .....	27
3.13 Ethical Consideration.....	28
3.14 Operationalization of variable.....	28
3.15 Summary .....	30

**CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION  
OF FINDINGS ..... 31**

4.1 Introduction.....	31
4.2 Bio-data of respondent.....	31
4.2.1 Gender Category.....	32
4.2.2 Age Category.....	32
4.2.3 Rank Category .....	33
4.2.4 Length of Service .....	34
4.2.5 Level of Education Category.....	35
4.3 Presentation.....	36
4.3.1 Influence of remuneration on Police Service Performance.....	36
4.3.1.1 Summary on Remuneration and Police Service .....	37

4.3.2 Influence of Housing on Police Service Performance .....	37
4.3.2.1 Summary on Housing on Police Service Performance .....	39
4.3.3 Influence of Training on Police Service Performance .....	40
4.3.4 Influence of recreation on Police Service Performance .....	42
4.3.4.1 Summary of recreation and police service performance.....	43
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>45</b>
5.1 Introduction.....	45
5.2 Summary of Findings.....	45
5.3 Discussion of Findings.....	46
5.4 Conclusion .....	49
5.5 Recommendations.....	49
5.5 Suggestions for further research .....	52
<b>REFERENCE.....</b>	<b>53</b>
<b>APPENDICES.....</b>	<b>53</b>
Appendix I: Crime Statistics.....	56
Appendix II: Letter To The Respondent.....	66
Appendix III: Questionnaire .....	67
Appendix IV: Research Permit .....	70
Appendix V: Research Authorization.....	71

## LIST OF TABLES

Table 3.1: Proportionate Allocation of Sample size .....	24
Table 3.2 Operational definition of Variables.....	29
Table 4.1 Age Category Respondents .....	32
Table 4.2 Rank Category Respondents .....	33
Table 4.3 Length of Service Category Respondents .....	34
Table 4.4 Level of Education Category Respondents .....	35
Table 4.5 Responses Regarding the Effect of Remuneration on Police Service.....	36
Table 4.6 Responses Regarding the Effect of Housing on Police Service.....	38
Table 4.7 Responses Regarding the Effect of Training on Police Service Performance .....	40
Table 4.8 Responses Regarding the effect of recreation on police service performance.....	42
Table 4, 8.1 shows category of Socialization of Police in Busia County. ....	43



**LIST OF FIGURES**

Figure 2.2 Conceptual frameworks on the relationship between socio-economic status and Performance of Kenya police service..... 20

## **ACRONYMS AND ABBREVIATIONS**

<b>C.I</b>	Chief Inspector
<b>C.I.D</b>	Criminal Investigation Department
<b>CPL</b>	Corporal
<b>GO</b>	Gazetted Officer
<b>IP</b>	Inspector
<b>IPOA</b>	Independent Policing Oversight Authority
<b>KNCHR</b>	Kenya National Commission of Human Rights
<b>KPC</b>	Kenya Police College
<b>KPS</b>	Kenya Police Service
<b>NPSC</b>	National Police Service Commission
<b>PC</b>	Police Constable
<b>PSC</b>	Police Staff College
<b>PTC</b>	Police Training College
<b>SGT</b>	Sergeant
<b>S/SGT</b>	Senior Sergeant
<b>WISPI</b>	World Internal Security and Police Index

## ABSTRACT

Organizations are striving to deliver services which meet expectations of the customers in today's competitive market. This study focused on the Kenya Police Service Performance which has been for a long time been criticized by both the members of the public and media. The study was guided by the central assumption that, there has been unprecedented criticism of the Kenya Police Service despite the huge investment that the Government of Kenya has made in the department. The research was carried out within Busia County amongst officers deployed to perform general duties. The target population consisted of Police Officers, who cut across all ranks from Police Commissioner to Police Constable of Busia County amongst who are deployed to perform general duties. A total of 1110 Police Officers formed the population, whereby the researcher considering the sample size determination according to using the Fischer at al (1983) method of calculating sample size as quoted in Mugenda and Mugenda (1999), 315 respondents was yielded for data collection.

This was a cross-sectional descriptive study design with quantitative closed ended questions to examine the influence of socio-economic status on performance of Kenya Police Service: A case of Busia County. A cross-sectional design was used because it maximizes the reliability of the data collection and data was collected quickly and inexpensively compared to other research designs. While appreciating that there exists a whole range of variables that affect Kenya Police Performance, the researcher explored remuneration, housing, training and recreation employed within the service and how they influence Police Performance. The study was carried out using Stratified Sampling and Random Sampling methods in order to obtain in-depth quantitative information to cover the entire service. The data was collected using closed ended questionnaires which gave a respondent a chance to give their view.

The training of the service needs to be holistic and give room to views and experience of the learner's for this gave room to views. The welfare of the service need to be addressed for the employees cannot be expected to satisfy the public when they do not have adequate equipments, housing, transport, uniform and also remuneration which are below the people they are expected to serve. The officers should be taken through counseling session so that they are able to deal with the stress due to the work which has no time frame when one can be called for the services. The managers should give room to the officers so that there is free flow of communication and appreciate them; managers also need to be taken through management courses.

It is on this basis the researcher made recommendations that these factors need to be addressed if the Police Service Performance is to be improved.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Despite the efforts made to improve police service performance in many countries of the world, it's evident that variations do exist in regard to the levels of efficiency with the developed countries demonstrating higher levels of police service performance than the developing countries. This is likely due to the fact that in the developed countries such as USA and UK, governments have been able to unravel the underlying factors contributing to ineffectiveness. Additionally, a deeper understanding of the factors influencing police service performance and taking action through reforms to restructure operational frameworks, have resulted to improved police service delivery(Dick and Metcalfe, 2001). The term police service performance means the police are able to provide services that meet the expectations of the public by ensuring services are of high quality, provided within the shortest time possible with the ultimate objectives of preventing crime, protecting lives and property, law enforcement, and maintenance of peace and public order (Brunetto, *et al.*, 2012; Hinds & Murphy, 2007)

Globally the top ranked countries with the best police services as per the World Internal Security and Police Index (WISPI, 2017) include: Singapore, Finland, Denmark and Austria. This is attributed to high quality training of police officers, availability of adequate modern equipment and working tools, and good remuneration and reward mechanism. On the other realm, Africa's best police force is that of Botswana, while the police force in Nigeria is ranked the worst. Kenya police service is ranked the third worst police force in the world. Kenya's low ranking is attributed to police officers using excessive force and relating poorly with the public (Susan et al., 2012).

There are several factors influencing police service performance and the purpose of this study was to investigate the remuneration, housing, training and the recreational factors influencing Kenya police service delivery.

According to Adegoke (2014), socio economic factors includes: remuneration, housing, training and the recreational factors. These factors have been found to influence police in performing their roles. For example, poor remuneration (salary) and incentives (other benefits such medical covers) have been linked to decimal police service performance, in that workers, are not motivated enough to be committed to aid the organization to achieve its goals. Instead they engage in corruption by receiving bribes from law offenders, and this hinders the police service from achieving its goal.

In regard to training police officers, organizations need to provide ongoing training programs for their employees in the necessary technical skills and knowledge as well as interactive skills to deliver service. Hofstede (2001) states that, training the technical skills of a firm's personnel may be a means of simultaneously improving and productivity. In many cases, companies may teach the technical skills through formal education. In addition, technical skills are often taught through on-job training which can combine the theoretical foundations and real work. (Wilson et al, 2008). Training also affect the way police relate with the public, how they engage with demonstrators and use force to apprehend criminals. Skills such as communication, decision making, report writing, public relations are influenced by training, despite the introduction of the police academy program. (Magnan &Bruns, 2014; Paoline &Terrill, 2016)

Police officers with sub-standard housing facilities and those who have to share houses with other families often fail to perform well due to stress stemming from inter-family differences and conflicts. Those who decide to rent houses far from the police stations often fail to report on time

when on call at night affecting service delivery to citizens (Safeworld, 2015; Karimu (2015). In addition, lack of recreational facilities for the police officers affects their physical and mental health. This is due to the fact that the police engaged in stressful activities, entail chasing and apprehending criminals, as such recreational activities enable them to relax and refresh their minds, thus improving the physical and mental health and overall job performance (Jusoh & Meerah, 2014).

There is a perceived notion that poor remuneration, lack of good housing facilities within the police station for some officers, lack of quality training among police officers and lack of recreational facilities in Busia County influences service delivery and performance of police officers.

## **1.2 Statement of the problem**

Although many programs have been rolled out by the Kenyan Government to improve police service performance, the Kenyan police service is highly criticized by segments of the public, some civil society organizations and human rights organizations. This is because the Kenyan police service is considered not to be highly effective in providing services to the public. In effect, there are rising levels of crime and incidences of destruction of property. The decimal performance is attributed to be due to poor public social relations with the police officers, decimal working conditions, decimal socio-economic conditions and political factors. However, these foresaid reasons have been investigated before. For this reason, this study aimed to investigate the influence of social-economical status on the police service performance. As such, the study identified the influence of social-economical status on performance of the Kenya Police Service. The recommendation was drawn to enable the Kenyan police leadership and partners to design

pragmatic programs that addressed the problems affecting effectiveness of the Kenyan police service. For instance, herein attached data of Crime to be Appendix.

### **1.3 Purpose of the Study**

The Purpose of the study was to investigate the influence of Social-Economical Status on performance of Kenya Police Service.

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

The objective of this study were

- i. To determine how remuneration influence the performance of the Kenya Police Service in Busia County.
- ii. To establish the extent which housing influences the performance of the Kenya Police Service in Busia County.
- iii. To establish the extent to which training influence the performance of the Kenya Police Service in Busia County.
- iv. To determine how recreation influence the performance of the Kenya Police Service in Busia County.

### **1.5 Research Questions**

The research questions of this study will be:

- i. How does remuneration influence performance of Kenya Police Service in Busia County?
- ii. How does housing influence performance of Kenya Police Service in Busia County?

- iii. How does training influence the performance of Kenya Police Service in Busia County?
- iv. How does recreation influence the performance of Kenya Police Service in Busia County?

### **1.6 Significance of the study**

A deeper understanding of the factors influencing performance of Kenya Police Service is essentially critical, as the police body is one of the careers that are crucial to the growth of national economic and social development. Over the last five years, the Kenya Police Service has experienced various changes in regard to remuneration, recruitment policies, and improved performance indicators among others, yet the performance does not seem to be at par with these changes. Considering that the Kenya police service has been in operation long enough, it is therefore fit to provide relevant academic insight that this study seeks to offer. Police officers have a major role and authority in regard to ensuring peace, maintaining public security and safety, and also enhancing public security, which is a basic need in human society. In this case, it is essentially important to assess and ensure that effectiveness in the police service delivery is maintained

### **1.7 Assumption of the study**

The basic assumption underlying this concept paper was that by targeting Busia County Area Command, a representative sample of target population would be achieved. That all respondents selected gave truthful information pertaining Police Service



### **1.8 Limitations of the study**

The main limitation that might affect the study was willingness of the study participants (police officers) to provide data, due to the fact that data relating to public security is sensitive and might be against the Kenya Police Service ethics. But the researcher assured confidentiality. Due to time and financial constraints, the research was limited to Busia County to the officers performing general duties.

Finally, due bureaucratic nature of the Kenya Police Service, it was difficult to conveniently assess some of the Police Managers. More so, some of the answers to the question in the questionnaire may not have to be a true reflection of the thoughts and feelings of the junior police respondents because of fear of being victimized by the authorities but the researcher assured them that no victimization was to take place.

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

The study was carried out within Busia County amongst the officers performing general duties. The department is organized in commands and units which share similar management styles as well as the command structure. The study involved officers of all ranks with an experience of 5 years and above both men and women.

The researcher works in Busia County and therefore knows the terrain of the area and located the Police Stations easily.

Similarly, it was acknowledged that there are many factors that influence performance in organizations. From the literature review and general observation, remuneration, housing, trainings and recreation were selected at the variable of the study.

## **1.10 Definitions of Terms**

**Socio-economic status-** refers to the social standing of class of an individual or group. It is often measured as a combination of education, income and occupation. This can be attributed to remuneration, housing, training and recreation.

**Police Service Performance:** means the police are able to provide services that meet the expectations of the public by ensuring services are of high quality, provided within the shortest time possible with the ultimate objectives of preventing crime, protecting lives and property, law enforcement, and maintenance of peace and public order

**Remuneration:** is a form of payment or consideration given by employers to improve employee performance.

**Housing:** refers to accommodation and office facilities provided to police officers

**Training:** is instilling of interactive skills, modern policing trends, changing attitudes of the learners, taking into consideration of the learners experiences and views.

**Recreation Activities:** refers to sports, physical activities, leisure activities carried out to improve physical and mental health.

**Police Line-** refers to houses constructed near Police stations for Police Officers.

**Unit hut** –refers to semi-permanent houses constructed of iron near police stations.

**Bachelor-**refers to unmarried men and women police officers.

**Gazetted Officers-** refers to the rank of Assistant Superintendent, Superintendent, Senior Superintendent, Commissioner of Police upto Inspector General of Police.

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

This chapter sought to give an overview of need to have a research conducted geared towards investigating the factor that influence decimal performance by the Kenya Police Service. The concern was on the failure by the department to offer services which are reliable, responsive and which gave assurance to the public despite huge investment made by the government in reforming the service. This formed a foundation upon which this research was based.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives a literature of the relevant studies regarding the influence of socio-economic status on police performance. It commences with the concept of effectiveness of police service performance, and then remuneration, housing, training and recreation factors are discussed in the context of their influence on police performance.

#### **2.2 Theoretical Perspectives of Factors Influencing Performance of Kenya Police Service**

Empirical evidence has shown that policing is one of the careers that play a vital role in the growth of national economy, social and infrastructural development. This is because police officers are mandated to keep peace, maintain public security and safety, and preserve common property for citizens in the country. As such, living in a society that is unsafe holds back development of a nation. However, for police officers to be effective, and perform well in service delivery, several factors come into play (Tengpongsthorn, 2017).

According to Weisbund and Eck (2004), the standard model of policing considered effective, encompasses strategies put in place: (i) to increase the number of police officers in effect, increase the ability to detect crime and arrest perpetrators, (ii) to carry out random motorized patrols to create a perception of police presence to deter crime in public places, (iii) to respond rapidly to calls for service, follow up investigations by detectives and (iv) to carry out general reactive arrest policies to deter and punish specific offenders.

However, it's worthy to mention that organizations with standard mechanisms and procedures for supporting their employees tend to receive a good return by achieving effective and sustainable development. As such, lack of appropriate procedures for supporting employees, and lack of mechanisms to ensure implementation of these procedures results to employees who are ineffective and unable to achieve the set work performance (**Kananurak, 2011**).

### **2.3 Remuneration on Performance of Kenya Police Service**

The effectiveness of police officers in providing services has been linked to their remuneration. Remuneration is a form of payment or consideration given by employers to improve employee performance. Empirical studies have shown that employees who receive rewards depending with their performance at work tend to perform even better and effectively to enable the organization to meet its objective (Agustiningsih, Thoyib, Djumilah & Noermijati, 2016). Remuneration is classified into direct and indirect remuneration. Direct remuneration refers to money received by the employee consisting a fixed or variable remuneration while indirect remuneration refers to packages given to an employee with the aim to provide comfort to them and avoid corruption. This includes life insurance, health insurance, vacation, social insurance.

In the developing countries sub-standard remuneration has been linked to widespread corruption in the police service. For instance in Nigeria, Karimu (2015), stated that the little income received by police officers is not adequate to meet the needs of the police officers and their impoverished families. Corruption in this regard entails extorting money from motorists. Similarly in Kenya, the problem of corruption led to the establishment of the National Police Service Commission (NPSC) which was mandated to advice on salaries and remuneration of the members of the service

(Mageka, 2015), as a means to develop a remuneration package that will ensure the needs of police officers and their families is catered for. Although, efforts have been made to address the issue of remuneration in Kenya, there is a paucity of information on the influence of remuneration on the Kenya Police Performance in Busia County.

#### **2.4 Housing and Performance of the Kenya Police Service**

Housing in this study, refers to accommodation and office facilities provided to police officers. Considering police officers often work for long hours, adequate resting, is vital to ensuring they are adequately revitalized, their minds are fresh, and are set to handle stressful situations. A previous study showed that police officers operating from poor shelters as well as less habitable places as offices demoralizes the police. This affects their performance while assigned tedious and dangerous jobs of chasing armed robbers and apprehending criminals to restore peace. Quite often, police officers are blamed for not performing well yet their living conditions are not improved.

The factor of housing also includes ensuring the houses are close to the police station to enable police officers to be reporting to the police station on time at any given time, this has been documented as an effective strategy of ensuring police officers are able to provide general rapid reactive responses to criminal acts committed, in effect, deter criminal acts and to punish offenders (Weisbund & Eck, 2004). This finding corroborates with Karimu (2015), which states deplorable housing compels police officers to rent houses far away from their duty stations, due to inconveniences caused by sharing houses and this often delays their reporting time to the police station. As such, poor housing lowers the motivation of police officers. Motivation is a serious factor as far as efficiency in any endeavor is concerned, in that; motivation goes a long way to encourage a worker to work to maximum capacity (Adebayo, 2013).

In Kenya, Independent Policing Oversight Authority recommends that the state should pay police officers to have adequate allowances to look for better housing, to address the problems of feuds, suicides, insecurity and murders. Shortage of housing forces police officers to share units with other families irrespective of whether they are married or not, and this brings a great psychological effect on police officers affecting their performance (IPOA, 2015). Despite the efforts made by the government to improve housing conditions for police officers, it's worthy to mention not much has been achieved; police officers are still working in very poor conditions (Saferworld, 2015). The housing condition of police officer is yet to be investigated to determine its influence on the effectiveness of police performance in Busia, County. For this reason, this is an area that merits research, to identify the reforms made and the gaps existing in order to propose ways of addressing the challenges related to housing.

## **2.5 Training and Performance of the Kenya Police Service**

Training has been documented as a factor contributing towards the performance of Kenya Police Service. Scholars have split on the definition of training but they have agreed on it as concept that is continuous and organized to meet administrative purposes. Training is a planned activity which targets developing behavioral technical workers' skills in order to empower them play active role ends with achieving their goals and organizations goal as well (Di Bella et al..1996). It is imperative from the above definition that training aims at creating change in data, experience, methods, view, behaviors' and attitudes of individual and group to make them competent. The purpose is to empower them to conduct their business in arrangement and to get high productivity as base to accomplishing firm's goals.

Service employees also need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide “courteous, caring, responsive and empathetic service” (Wilson et al, 2008). Interactive skills of training provided for employees, especially customer contact employees but also support employees, with specific as far as communication task are concerned. Successful companies highlight the training programs and make sure that the training fits their company’s mission, valued and strategies. (Wilson et al, 2008)

Training has become an investment in human being since it is considered the main pathway to form adequate human resources in term of and quantity. Hence, it aims at providing individuals with information and administrative, technical skills required to carry out their work in efficiency and effectiveness. Subsequently, this will positively influence organization work and its performance.

Training is one of the key improvement measures to classify any organization. Thus, it is clear why large share are deducted from budget and devoted to training process service delivery organizations. To get success in the training process, the concept of training should be obvious for all joined parties (trainers, trainees and training officials) due to its strong effect on well preparation and implementation of training programs as well as on modern techniques that satisfy the needs of the personnel and enhance their knowledge and skills as well. Moreover, adopting the total systems in training in particular will upgrade the level of services. (Wilson et al, 2008)

The Kenya Police Service has several training Institutions (Table 1). Each year, thousands of officers participate in various in-service training programs. However, the training appears to have limited effects on their efficiency of the officers and the force.

Table 2.1 Kenya Police Service Training Institutions



<b>Name of Police</b>	<b>Location</b>	<b>Level of Training</b>
<b>Training Institutions</b>		
Police Staff College	Loresho	Command Training
Police Training College	Kiganjo and Embakasi	-Training of recruits -Promotional Courses -In-Service Courses
Provincial Training Centers	Provincial Headquarters	-Training of recruits -In-Service Courses

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Source: Force Standing Orders

As shown on, table 2.1, The Kenya Police Service a number of training Institutions all of which are financed by the government. The staff training college which is based at Loresho mainly specializes in command training of the management of cadres of the service; initial entrants into the service are taken to Kiganjo or Embakasi which mainly trains recruits and middle level management. At the unit or formation levels are the Provincial or Formation training Institutions which address issues peculiar to the unit. These include; CID training school at South C, Traffic training centre at Ngong' alongside other training centers at the Provincial headquarters.

Training should be determined by workforce, need analysis and planning (manpower planning). Manpower Planning, an important element of human resources management, involves constant evaluation or projection of needed manpower in the future, developing plans to attract and retain employees, allocating employees to task, training and motivating employees. These steps enable an organization to meet its need for efficient workers and to satisfy employees need for job satisfaction.

In order to develop and maintain appropriate programs in an organization that will meet the needs of the customers and individual employees (Hofstede, 2001), curriculum development is important to Police-Work; curriculum should be designed through a multi-disciplinary approach. This means that experts from different fields combining theory and practice should design the curriculum for the different courses. The core curricula for the training of police officers should emphasize skills required for efficiency in their core functions without neglecting the understanding of the factors in environment that impact on police efficiency, integrity and legitimacy.

Designing and evaluating training delivery methods; Training should be designed to provide the skills and competencies needed for specific tasks. The content of training must be amenable to measurable knowledge outcomes. Curriculum should contain appropriate and adequate information and exercise for the acquisition of different type of skills that are necessary for police efficiency and integrity.

Implementation of training programs; There should be scrupulous implementation of training programs courses should be properly, organized and managed. There should be appropriate and adequate instructors and instruction materials.

Monitoring and evaluation of training implementation or delivery: Training should be monitored and evaluated in relation to training policy and expected training outcomes in the curricula. There is need to evaluate the influence of training on competence of employees and efficiency of organization in the short, medium and long run. Training policy and programs should be integrated with manpower flow.

## **2.6 Recreation and Performance of the Kenya Police Service**

Sports and physical activities play a key role in preservation of health, well-being and improving work performance. The involvement of police officers in recreation activities such as sports and physical activities improves their physical as well as mental health. Considering that the profession requires the police officers to be physically fit to be able to chase criminals and apprehend them. In addition, police work is stressful and it affects mental health status, as such recreational activities are therapeutic in nature, in that, exercising or spending leisure time in fun activities relaxes the mind, and re-energizes workers to have the physical and mental stamina to deal with day to day tiresome work (Jusoh & Meerah, 2014). There are limited recreational programs for the Kenyan police service. For instance, there are limited gyms where after work police officers can exercise to keep fit. This study aimed to unravel the influence of recreational programs on the effectiveness of police service performance in Busia County.

## **2.7 Theoretical Framework**

The Community Policing Theory is applicable to this study. Police Community Policing- The theory and practice of Community Policing. Community policing promises that closer alliances between the police and the community will help reduce citizen fear of crime, improve police-community relations, and facilitate more effective response to community problems. But there are drawbacks associated with community policing; hostility between the police and neighborhood residents can hinder productive partnerships, increases in officer's decision making autonomy can lead to greater opportunities for police corruption, and resistance within the police organization, can hamper community policing successful implementation.

**Effect on crime:** Evidence that community policing reduces crime is mixed. Early studies showed that crime declined in Flint, Michigan, as a consequence of foot patrol, but in Newark, New Jersey, crime levels remains unaffected. In detail examination of the implementation of a community-policing program in Chicago (the Chicago Alternative Policing Strategy), the authors concluded that crime went down in those districts exposed to community policing (Skogan and Hartnett, p.18). Similarly, after nearly two years of community- and problem-oriented policing in Joilet, Illinois, the total number of reported index crimes dropped precipitously (Rosenbaum et al).

**Police-community relations.** Under Community policing the relationships between citizens and the police is supposed to improve. It does appear that increased cooperation between the police and local residents increases satisfaction with “police services on both sides, although this is not universal. In Flint, residents’ were so pleased with neighborhood foot patrols that they agreed to a tax increase in order that the program might continue, and in St.Petersburg. Florida, 85 percent of the residents who lived in Community Policing areas of the city reported being “very” or “somewhat” satisfied with their neighborhood police services (Mastrofski et al. 1999).

**Police-community problem solving:** One of the promises of Community Policing is that increased police-community cooperation will facilitate problem solving. Research in this area is still in its infancy, but initial findings are encouraging. A comparison of community policing officers to officers engaged in traditional reactive patrol demonstrated that community-policing officers were substantially more involved in problem-solving activities (Mastrofski et al, 1999). Furthermore, several studies suggest that police officers are willing to explore alternatives to law enforcement in order to tackle the underlying causes of community problems. An important element of this process is that the police work closely with other local government and community organizations. A project funded by the National Institute of Justice on community responses to

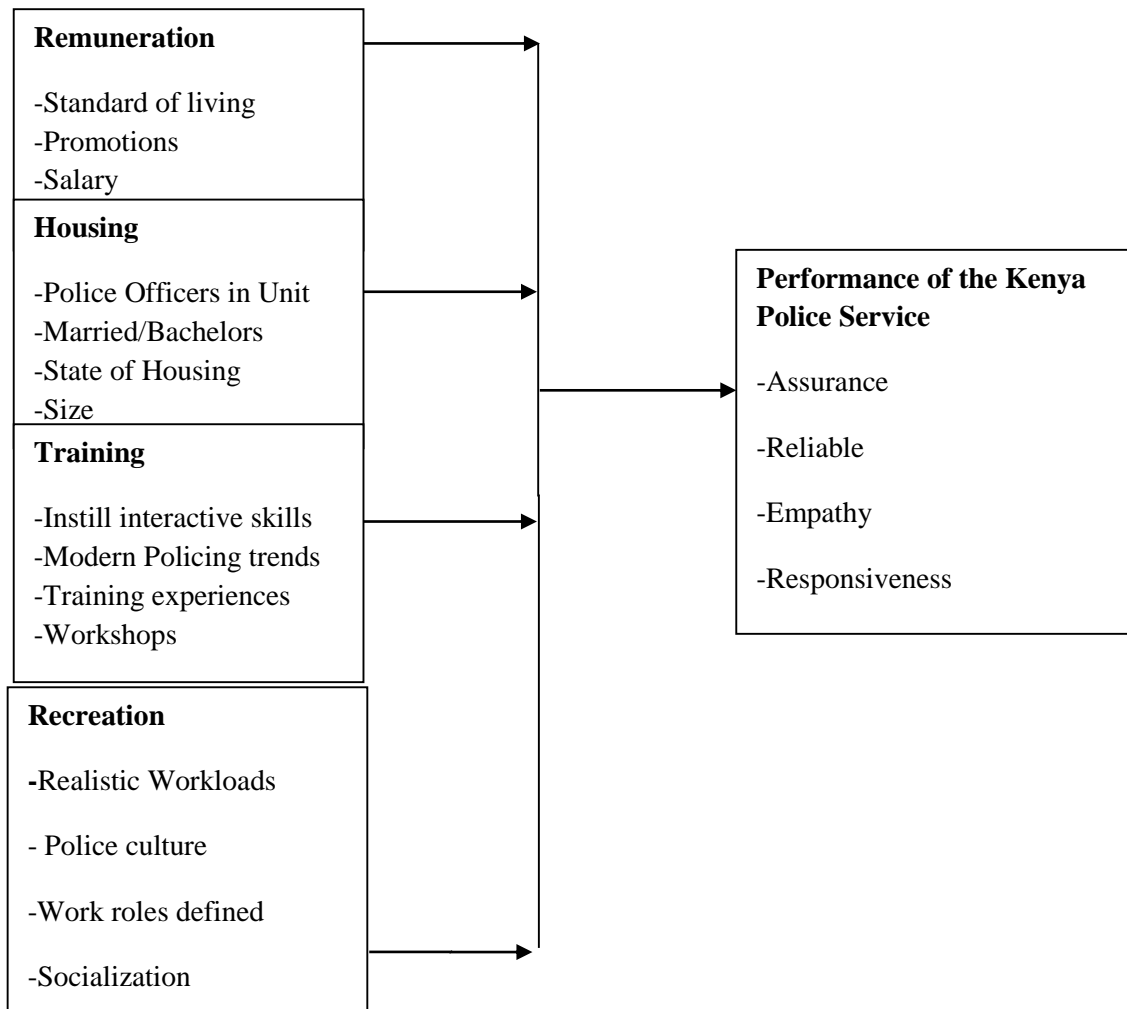
drug abuse found that the police and local community organizations worked effectively together at both the level of enforcement and youth-oriented prevention (Rosenbaum et al). In Oakland, California, the Police department worked closely with other agencies and used non criminal justice strategies to tackle drug-related problems in the city. Police officers targeted suspected drug houses and collaborated with city inspectors to cite these houses for breaking building code violations, police enforcement of building regulations reduced drug activity, and this positive benefit diffused into surrounding areas, (Green).

## 2.8 Conceptual Framework

The conceptual underlying this study is based on the concept that the socio-economic status of workers determines their effectiveness and performance to achieve the goals for the organization they are working for. The figure 2.2 below shows the independent and dependent variables.

### Independent Variables

### Dependent Variable



**Figure 2.2 Conceptual frameworks on the relationship between socio-economic status and Performance of Kenya police service**

## **2.9 Summary of literature review**

From the reviewed literature above, it emerges that the Police Service has not satisfactorily addressed the social-economic status of the police in terms of remuneration, housing, training and recreation

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter aimed at documenting the methodology used in gathering data. It covers research design, sample design, data collection, data analysis, limitation of the study, ethical issues and expected outcome. This study sought to investigate the influence of Socio-Economic Status on the performance of Kenya Police Service, a case of Busia County.

#### **3.2 Study Design**

This was a cross-sectional descriptive study design with quantitative closed ended questions to examine the influence of socio-economic status on performance of Kenya police Service: A case of Busia County. A cross-sectional design was used because it maximizes the reliability of the data collected and data was collected quickly and inexpensively compared to other research designs. In addition, the characteristics of the variables being measured could not have changed much due to the short period of data collections. Data was collected using a structured closed questionnaire which included influence of remuneration, the influence of housing, influence of training and influence of recreation on Kenya Police Service performance. The researcher opted to use this method since interaction of group members would stimulate richer responses and allow new and valuable thoughts to emerge. It also provided details that were difficult to obtain using qualitative methods, whereas quantitative method was to provide data which answers the question.



### **3.3 Target Population**

The study population was Kenya police officers living and working in Busia County. The target population is the entire group of individuals or objects to which the researcher is interested in generalizing conclusions. (Kothari, 2003). Busia County has a total of 1,110 Police officers (Source: Police Personnel Data). Therefore the target population will be 1,110 Police officer. These officers cut across various ranks from the Commissioner of Police to Police Constables. These police officers who cut across the ranks are deployed in various departments and units, from where they share common management platforms. There is no source giving finer details of the ranks breakdown. Based on the above target population, the study sought to identify an experimentally possible population ensuring validity and reliability of the data. The study administered questionnaires to the police officers within Busia County. The county has sixteen police centres namely: Busia police station, Korida patrol base, Bwamani patrol base, Busia border post, Busiwabo patrol base, Bumala police station, Funyula police station, Malaba police station, Malaba border post, Molding patrol base, Amagoro patrol base, Sio Port police station, Adungosi police station, Kutor patrol base and Port Victoria police station.

### **3.4. Sample Size Determination**

The required sample size was calculated using the Fischer at al. (1983) method for calculating sample size as quoted in Mugenda and Mugenda (1999).

Sample size  $n = (z^2pq)/d^2$  where;

$n$  = desired sample size

$z$  = standard normal deviate at the required confidence level

p = is the proportion of police officers, because this proportion is undocumented, in this case, p is used as 50% to achieve the maximum sample size.

$$q = 1-p$$

d = level of statistical significance set

Therefore at 95% confidence interval

$$n = \frac{(1.96^2 \times 0.5 \times 0.5)}{0.05^2}$$

$$= \frac{0.9604}{0.0025}$$

$$n = 385$$

Since the population was below 10,000 the adjusted sample size (nf) will be;

$$nf = \frac{Nn}{N+n}$$

nf = desired sample size when population is less than 10,000

n = desired sample size when population is more than 10,000

N= estimate of the population size

Therefore at 95% confidence interval

$$= \frac{385 \times 1110}{385+1110}$$

$$= \frac{427,350}{1495}$$

$$nf = 285920$$

nf =285.8

Therefore, the sample size was 315 with 10% of 286 added to cater for a possible non-response rate.

### 3.5 Sampling Procedures

Stratified sampling and simple random sampling methods were used to choose the participants of the study. Busia County was stratified according to the location of police centres in Busia. Busia County has sixteen police centres namely: Busia police station, Korida patrol base, Bwamani patrol base, Busia border post, Busiwabo patrol base, Bumala police station, Funyula police station, Malaba police station, Malaba border post, Molding patrol base, Amagoro patrol base, Sio Port police station, Adungosi police station, Kutor police station, Port Victoria police and Nambale police station. The sample size (315) was then allocated proportionately to all the sixteen police centres: namely police stations, police patrol bases and police border posts as shown in Table 3.1 below:

**Table 3.1: Proportionate Allocation of Sample size**

Strata	Strata Police Station/Post/Base	Target Population	Sample Size
1	Busia Police station	111	47
2	Korida Patrol Base	56	13
3	Bwamani Patrol Base	47	8
4	Busia Border Post	59	14
5	Busiwabo Patrol Base	50	9
6	Bumala Police Station	82	26
7	Funyula Police Station	62	16
8	Malaba Police Station	102	36
9	Malaba border post	58	14

10	Molding patrol base	59	14
11	Amagoro patrol base	51	10
12	Sio Port Police Station	79	24
13	Adungosi Police Station	82	26
14	Kotur patrol base	56	13
15	Port Victoria Police Station	76	20
16	Nambale Police Station	80	25
		<b>1110</b>	<b>315</b>

Systematic random sampling was used to deploy police officers who participated in the study in the sixteen police centres in Busia County. The study participants were recruited while on duty between 8.00am and 5.00 pm. Identification numbers for all police officers in each strata were prepared and an initial starting point was selected by a random process, and then every nth (sampling interval) number on the list was selected. The nth number was determined by dividing population size of police officers in each police station by the desired sample size. Study participants were then selected until the required sample size was achieved.

### **3.6 Data Collection Instrument**

Mugenda and Mugenda (2003) posit that data collection instruments are tools for collecting data from respondents in the field. The study used questionnaire to collect primary data from respondents. Documents from previous similar research from archives and internet were reviewed to get secondary data. Structured questionnaire was used to collect quantitative data. The questionnaire was divided into five parts: Part I: Socio demographic characteristics of the participants; Part II Remuneration package for police officers; Part III Housing conditions of police officers; Part IV Training of police officers; and Part V Recreation spaces for police officers

### **3.7 Pilot testing of the Instrument**

Study instrument was pretested in Malaba Police Station located in Teso North, Busia County. A total of 15 police officers were interviewed. Pretesting was done to ensure reliability and validity of the study instruments. Pre testing also gave an estimate time that was to be taken to collect data. Pretesting also helped to eliminate ambiguous questions.

### **3.8 Validity of the instruments**

Validity is the accuracy of the research instruments, research procedure and findings. Kombo and Tromp (2006) states that, validity is the degree to which the results obtained from analysis of the data obtained represent the phenomenon under the study. Mugenda and Mugenda (2003) stipulate that there is no specific statistical method to calculate the validity of the research instruments because validity is the ability of the research instruments to measure what is intended to measure. To achieve validity of data collection instruments, the researcher reviewed all the items for legibility, clarity and comprehensiveness and confirmed that the instrument represent formed construct of the study.

### **3.9 Reliability of the instruments**

Mugenda and Mugenda (2003) states that, data obtained using the instruments should not be biased or factually flawed. Reliability of the instrument is the measure of degree to which a research instrument yields consistent results after repeat trials. Reliability therefore checks the consistency of the instrument's measurement. Re-testing of the questionnaire was done to eliminate errors and ensured that the questionnaire achieved the objective of the research. Cronbach Alpha coefficient

was calculated using the returned questionnaires during piloting. According to Creswell (2008) posit that if the coefficient is 0.7 or above, then the instrument is reliable.

### **3.10 Data Collections Procedures**

Data was collected by 8 research assistants under the supervision of the principal researcher over a period of two weeks. The process involved administering the structured questionnaire to police officers in the sixteen police centres in Busia County. A private room was provided within each police station, post or base where study participants took their time to fill the questionnaires under the guidance of research assistants. Once the questionnaire was filled, the study participants handed in the filled questionnaire and the research assistant compiled all the questionnaires to submit to the principal researcher.

### **3.11 Training of Research Assistants**

Eight research assistants were recruited in each of the eight police stations in Busia County. The research assistants were senior police officers with the knowledge of data collection who were able to guide study participants. The principal researcher trained the research assistants on selecting study participants, use of the research tool, administration of questionnaires and collection of complete and reliable data. Adherence to participants' confidentiality and privacy were discussed.

### **3.12 Data analysis techniques**

Data was cleaned and entered in Statistical Package for Social Sciences (SPSS) Version 21 contained in personal computer. To analyze this data, text was classified into content categories. The central idea in content analysis was that many words of the text were classified into much

fewer content categories. Words, phrases, or other units of the text that were classified in the same category were presumed to have similar meaning.

Data analysis was conducted on individual questionnaire and analyzed exhaustively according to the objectives of the study. The respondents' responses were presented in terms of table and percentages. Data from the surveys were evaluated to determine the extent to which the systems employed by the Kenya Police Service prepare employees to perform well or to deliver services to customers. Data was then interpreted according to the purpose of the study which facilitated a discussion of the findings and drawing of conclusions.

### **3.13 Ethical Consideration**

The study was approved by University of Nairobi Ethical Review Board, and the School of Education, University of Nairobi. The aim and purpose of the study was discussed and agreed on with the Busia County Police Commander. The research assistants briefed study participants about the nature of the research, its purpose, and implications in order to obtain **informed** consent. Confidentiality of the information given was assured to the study participants before starting each data collection session. There was no compensation given to the study participants.

### **3.14 Operationalization of variable**

Finding a measurable quantifiable and valid index for the variables, it was done by identifying the concept we hope to measure, determine or more quantitative measures of the concept and determine the method.

**Table 3.2 Operational definition of Variables**

<b>Objectives</b>	<b>Variables</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Data Collection</b>	<b>Data Analysis</b>
To determine the influence on remuneration on performance of KPS	Remuneration of employees	Standard of Living Salary Allowances	Ratio	Questionnaire	Descriptive, Percentage, Frequency, Tables
To determine the influence of housing on performance of KPS	<b>Independent variable</b> Housing	Police Officer in Unit Better state of housing Sizeable Housing	Ratio	Questionnaire	Descriptive, Percentage, Frequency, Tables
To determine the influence of training on performance of KPS	Independent Variable Training		Ratio	Questionnaire	Descriptive, Percentage, Frequency, Tables
To determine the influence of recreation on performance of KPS	Stress		Ratio	Questionnaire	Descriptive, Percentage, Frequency, Tables



From above table it shows how dependent variable is influenced by independent variables in the performance in Kenya Police Service

### **3.15 Summary**

This chapter addressed the research methodology that the researcher used in this research. It clearly elaborates on the research and sampling design used in this research. It also discusses the research instrument used to collect data for the purpose of arriving to the findings upon which the conclusions were derived at.

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter organizes, interprets, presents and analyses primary and secondary data collected. The analysis of this research was majorly descriptive. Before data collection and questionnaire administration, an explanation was given to respondents both through the introductory letter and orally as the purpose of this study. The explanation was done both at the pre-testing and actual data collection stage. Pre-testing of the questionnaire instrument was carried at the Malaba Police Station-Teso North. With a view to test its credibility and reliability. A total number of 315 questionnaire forms were administered and after sorting out those that were not comprehensively filled; a total of 285 adequately filled ones were realized. This represents a response rate of 90%. To meaningfully interpret data, questionnaires were classified into the following categories; Gender Category: Age Category: Rank Category; Length Service Category and the level of Education. All these categories were included in the questionnaire to act as a guide and to ensure that the responses took care of diversity in the Kenya Police Service.

#### **4.2 Bio-data of respondent**

This section presents the bio-data of respondents in terms of gender, age, rank, length of service and education level.

#### 4.2.1 Gender Category

A total number of 160 male and 125 female police officers were sampled. This represents gender sample percentage of 56% and 44% respectfully. The gender issue was factored in because the nature of services undertaken by the two genders differs to some extent. However, the disparity in the sample percentage can be accounted for because there are fewer female police officers in the Kenya Police Service than there are male officers. The sample is thus sufficient as the views of both sexes are captured in the research.

#### 4.2.2 Age Category

The Kenya Police Service recruits officers of the age of 18 years and above. The age of retirement has in the past been pegged at 55 years. It is until the year 2008 that the age of retirement was increased to 60 years. What this translates to is that Kenya Police Service has in its work force officers of between 18 years to 60 years.

**Table 4.1 Age Category Respondents**

<b>Age Category</b>	<b>No. Respondents</b>	<b>Frequency</b>
20-30	110	39%
30-40	70	25%
40-50	60	21%
50-60	45	15%
<b>Total</b>	<b>285</b>	<b>100%</b>

The percentage sampled were as follows 39% in the first category, 25% in the second category, 21% in the third category and 15% in the final category. The few officers in the final category of above 50 years were not interested in the questionnaire forms as they felt they had nothing much

to benefit from the research. The first category of officers on the other hand was not targeted by the researcher since most of the officers are under probation. This accounts for non availability respondents.

### 4.2.3 Rank Category

Kenya Police Service personnel can broadly be categorized into three categories. Broad categories are the gazetted officers, the inspectorate and other ranks. Whereas the Gazetted and inspectorate officers perform lesser services which cannot be quantified, the cadre forms a management platform into which major policies regarding services are formulated and implemented. The category thus gives a broad spectrum of the various levels to ensure the data is all inclusive.

**Table 4.2 Rank Category Respondents**

<b>Rank Category</b>	<b>Respondents</b>	<b>Frequency</b>
Police Constable	222	78%
Corporal	21	7%
Sergeant	14	5%
Senior Sergeant	2	1%
Inspectors	6	2%
Chief Inspectors	8	3%
Gazetted Officers	12	4%
<b>Total</b>	<b>Total</b>	<b>100%</b>

Police Constables who offer much service and who form the bulk of the population accounted for 78% of the responses. The Non-Commissioned officers (**Corporal, Sergeant, Senior Sergeant**) forms 13% of the responses, the members of inspectorate (**Chief Inspectors, Inspectors**) accounted 5% while the Gazzeted officers accounted for 4%. This suggests that all the cadres were fully sampled thereby making the results admissible by all.

#### **4.2.4 Length of Service**

As manifested in the rank category, the lengths of service of the serving police officers vary. The researcher assumed that aspirations develop with time and on the same premise assumed that the services offered by an officer who has served for over a long period would be different from that with a shorter period of the time. This was geared towards capturing different aspirations with a view to capturing the very best for the Kenya Police Department.

**Table 4.3 Length of Service Category Respondents**

<b>Years of Service</b>	<b>Respondents</b>	<b>Frequency</b>
5-10	209	73%
10-15	32	11%
15-20	20	7%
20-35	14	6%
35-40	14	2%
40-45	4	1%
<b>Total</b>	<b>285</b>	<b>100%</b>

From Table 6, it is evident that no responses were received from the first category. This is based on the fact that the researcher did not target those officers with less than 5 years experience as

majority of them are still in probation. In the second category 73% of the respondents were received, the third category had 11%, the fourth gave a response of 7%, the fifth had a rate of 6%, and the sixth had a rate of 2%, while the seventh had a response of 1%.

#### **4.2.5 Level of Education Category**

The Kenya Police Service has wide disparities in terms of education status. The Kenya Police Service has officers with primary education, secondary education, diploma level, first degree level and post-graduate qualifications. This diversity has worked for the betterment of the Police Service in a number of areas and the researcher thought that the same can be manifested Police housing research why diverse ideas are much needed. Therefore, this category was geared towards getting balanced opinions from all the officers while appreciating their various levels of academic standards.

**Table 4.4 Level of Education Category Respondents**

<b>Level of Education</b>	<b>Respondents</b>	<b>Frequency</b>
Primary	8	2.6%
Secondary	253	90%
Diploma	11	3%
Degree	12	4%
Masters	1	0.4%
PHD	0	0%
<b>TOTAL</b>	<b>285</b>	<b>100%</b>

Majority of the respondents were mainly drawn from the secondary level of education. This accounted for 90% of the respondents compared to 2.6% of the primary level, 3% Diploma level, 4% first degree holders and a paltry 0.4% with post-graduate qualification (Masters) and 0% for PhD holders.

### 4.3 Presentation

The rest of this chapter presents data based on the four independent variables and one dependent variable.

#### 4.3.1 Influence of remuneration on Police Service Performance

This sought to answer the researcher's first objective of ascertaining the influence of remuneration on police service performance. The researcher was guided by the following parameters, if the remuneration adequate including allowances,, whether there is adequate provision of uniforms and equipments for work, whether promotion is pegged on individual performance.

**Table 4.5 Responses Regarding the Effect of Remuneration on Police Service**

<b>Effect/ Rating</b>	<b>Strongly Disagree</b>	<b>Percentage</b>	<b>Disagree</b>	<b>Percentage</b>	<b>Not Sure</b>	<b>Percentage</b>	<b>Agree</b>	<b>Percentage</b>	<b>Agree Strongly</b>	<b>Percentage</b>
Promotion and performance	59	55.7%	32	30.19%	4	3.77%	8	7.55%	3	2.83%
Police Remuneration/ Allowances	42	39.62%	32	30.19%	17	16.04%	9	8.49%	6	5.66%

Provision of Equipment	45	42.45%	43	40.37%	2	2.83%	14	13.21%	2	1.89%
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As tabulated on table 4.5, 86% of the respondents disagreed with the assertion the police promotion is based on Performance while 10% felt that it reflected performance. 70% disagreed that the remuneration/allowances is adequate while 14% felt that the pay is adequate. On provision of equipments, 83% of the respondents disagreed that there were adequate equipments of operation while 15% agreed that equipments were provided for.

#### **4.3.1.1 Summary on Remuneration and Police Service**

As to whether the issue of remuneration/allowances has been addressed adequately to enable police officers provide services, 40% strongly disagreed, 30% disagreed, 16% were not sure, 9% agreed while 5% strongly disagreed and stated that officers' remuneration/allowances has not been addressed and a total of 14% stating that the issue of remuneration/ allowances has been addressed.

On the aspect of equipments availability, officers, appreciated that the issue of uniforms was being addressed in a fair manner. However, others stated salary allowance3s were not enough to perform their duties effectively. This was noted to range from firearms available for use to protective gears.

#### **4.3.2 Influence of Housing on Police Service Performance**

This sought to answer the researcher's second objective of ascertaining the influence of housing on police service performance. The researcher was guided by the following parameter's, whether housing police officer's by organizational was doing well or not, whether the category of police



officer are renting outside police line, if the police officers lives in police line, if the police officers share units, if police officers are married or single.

**Table 4.6 Responses Regarding the Effect of Housing on Police Service**

Effect/ Rating	Strongly Disagree	Percentage	Disagree	Percentage	Not Sure	Percentage	Agree	Percentage	Strongly Agree	Percentage
Housing of Police Officers	177	62%	100	35%	6	2%	1	0.5%	1	0.5%

As tabulated in table 4.6, 97% of the respondents disagreed with assertion the Police are provided with housing and thus this suggest poor performance in term of delivery of services, since Police Officers are affected psychologically. While 2% of the respondents are not sure and 1% of the respondents agree with the statement.

Table 4.6.1 which level of category you belong

Level of Category	No. of Respondents	Frequency
Rent Outside Police Line	217	76%
Live in Police Line	50	18%
Share Units	18	6%
<b>Total</b>	<b>285</b>	<b>100%</b>

As tabulated on table 4.6.1, 76% of the respondents, that is Police Officers rent outside Police Line, while 18% of the respondents, lives in Police Line and 6% of the respondents share units in Police Line

Table 4.6.2 which category you belong

<b>Category</b>	<b>No. of Respondents</b>	<b>Frequency</b>
Married	235	82%
Single	50	18%
<b>Total</b>	<b>285</b>	<b>100%</b>

As tabulated on the table 4.6.2, 82% of the respondents are married while 18% of the respondents are single.

#### **4.3.2.1 Summary on Housing on Police Service Performance**

As to whether the issue of housing has been addressed adequately to enable police officers to provide services, 62% strongly disagreed, 35% disagreed, 2% not sure, 0.5% agreed while only 0.5% strongly agreed with the statement. This shows that a total of 97% disagreed and stated that officers housing has not been addressed and a total of 1% stating that the issue of housing has been addressed.

The level of Police Officers who rent houses outside police line was 76% this supports the issue of housing which has not been addressed adequately, followed by 18% of Police Officers who stay or lives in Police Line, while 6% of Police Officers share units in Police Line which may affect them psychologically if have families thus not being efficient when it comes to perform duties.

On the other hand 82% of Police Officers are married, while 18% of Police Officers are single. This depicts clearly that housing of Police Officers is insufficient thus making them not to report on time on duty to those who live outside Police Line, since they are majority and in some cases of emergency especially at night this makes work not easier for them

### 4.3.3 Influence of Training on Police Service Performance

This variable sought to answer the researcher's third objective from the literature review, it is imperative that training which is geared towards police performance should instill interactive skills to the employees, embrace modern policing trends, takes into consideration trainee's experiences, takes social welfare, improves working conditions, takes into account of environmental conditions to enable employees perform their duties.

**Table 4.7 Responses Regarding the Effect of Training on Police Service Performance**

<b>Effect/ Rating</b>	<b>Strongly Disagree</b>	<b>Percentage</b>	<b>Disagree</b>	<b>Percentage</b>	<b>Not Sure</b>	<b>Percentage</b>	<b>Agree</b>	<b>Percentage</b>	<b>Strongly Agree</b>	<b>Percentage</b>
Interactive Skills	32	11%	20	7%	18	2%	180	68%	35	12%
Modern Policing Trends	32	11%	18	2%	20	7%	35	12%	180	68%
Trainee Experiences	60	21%	42	15%	28	10%	90	32%	65%	22%

Social Welfare	90	32%	60	21%	65	22%	42	15%	28	10%
Improves Working Conditions	82	28%	76	26%	37	12%	52	18%	48	16%
Takes into account Environmental Conditions	52	18%	82	28%	48	16%	76	26%	37	12%

As depicted in Table 4.7, a big percentage of the officers admit that the training offered at the training institutions do instill interactive skills. This is from the 80% of the respondents who agreed with the assertion compared to the 18% respondents who disagreed. However, majority stated that the interactive skills comes largely from informal curricula while an equally large percentage stated that liberal studies which is a subject taught at all levels helps to much in instilling interactive skills.

The same was the case when it came to if the training offers modern policing knowledge, 80% of the respondents agreed while 13% disagreed with the statement. Those few who disagreed felt that much needed to be taught especially on modern crimes especially cyber crime where they cited lack of a computer lab to train officers. Those who agreed with the statement quoted the recent curriculum developed by the Kenya Institute of Education and affirmed that it was detailed to cover the emerging issues in policing.

On the other hand in regard to trainees' experiences 36% of the respondents disagreed with the statements as opposed to 54% who agreed with the statement. And 10% of the respondents were not sure of the statement.

However, in regard to improvement of working conditions of the officers 54% of the respondents disagreed with the statement as opposed to 34% of the respondents who agreed with the statement while 12% of the respondents were not sure.

Moreover, 46% of the respondents disagreed that training doesn't take into account environmental conditions as opposed to 38% of the respondents who agreed with the statement.

#### 4.3.4 Influence of recreation on Police Service Performance

This variable sought to address objective 4; it explored the influence of police culture on police service performance or service delivery. It also addressed issues such as realistic workloads employed in the police service, how socialization impact on police service performance or service delivery and opinions of officers as to how they impact on police service delivery. The responses as to the above parameters are tabulated in the table below.

**Table 4.8 Responses Regarding the effect of recreation on police service performance**

<b>Effect/ Rating</b>	<b>Yes</b>	<b>Percentage</b>	<b>No</b>	<b>Percentage</b>
Police embrace police culture fully	129	45%	156	55%

Clear organizational realistic workloads	93	33%	192	67%
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As tabulated in table 4.8, 55% of the respondents do not admit that Kenya Police Service embrace police culture fully, whereas 43% of the respondents do admit. Moreover, in regard to realistic workload to steer police service performance, 67% do not agree with the statement as opposed to 33% who agree with the statement.

**Table 4, 8.1 shows category of Socialization of Police in Busia County.**

<b>Level of category on Socialization</b>	<b>No. of Respondents</b>	<b>Frequency</b>
Often	109	38%
Rarely	176	62%
<b>Total</b>	<b>285</b>	<b>100%</b>

As depicted in table 4.8.1, 62% of the respondents say they rarely socialize which shows they disagree with the statement, whereas 38% of the respondents do say they often socialize, agreeing with the statement

#### **4.3.4.1 Summary of recreation and police service performance**

The responses in respect of the fourth objective is that 55% stated No, that shows disagreement, that Police Service embrace police culture fully as opposed to 45% who stated Yes, that is agreeing with the statement. Also 67% stated No to realistic workload to steer performance in that unrealistic workloads accounted for the highest source of stress, stating it was a common

phenomena in the Police Service to be given ambiguous assignments which sometimes have unrealistic deadlines, compared to 33% who stated Yes, agreeing with the statement. A member of Inspectorate narrates how he was expected to attend a court session and at the same time perform anti-riot command simultaneously. He attested on how he found himself on a conflict path with his seniors after abandoning the anti-riot assignments to attend court session.

Moreover, it seems also when it comes to socialization 62% affirms they rarely meet opposed to 38% who affirms they often meet which depicts poor relations amongst officers, when it comes to coordination of some roles, this frames police service lacks of know-how to tame crimes at national levels.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary of findings, discussions, conclusion and recommendations as the responses from the respondents. These will be in relation to how the variables being addressed influence performance in the Kenya Police Service. The chapter also recommends other probable areas open for research in similar or related fields.

**5.2 Summary of Findings**

This section shows findings arrived at in view of the research objectives. It shows findings on the influence of remuneration, housing, training and recreation as well as how they influence the performance of the Kenya Police Service

The officers felt that remuneration as promotion is not pegged on performance as reviewed by 69% of the respondents. Issues like remuneration, allowances, equipments which are essential for performance of the Kenya Police Service are inadequate. On the other hand the issue of housing has not been addressed adequately to enable police officers to provide services, 62% of the respondents strong disagree that organizational provide housing. Moreover, the level of police officers who rent house outside police line is 76% of the respondents, this clearly shows that the issue of housing is not adequately addressed, thus affecting the performance of Kenya Police Service in terms of provision of services to the member of public.

From the training which is directed toward service delivery, it should instill interactive skills to the employees, embrace modern policing trends, utilize employees previous experiences, takes



into account social welfare, improves working conditions and takes into account environmental conditions to enable employees perform their duties. 80% of the respondents agree their interactive skills in training and its through liberal studies which helps in changing employees' values and attitudes.

To the contrary, 18% of the officers felt their views are not taken into consideration during training process and equally the training appears not to take into consideration their level of entry as shown by 52%.

Recreation has not been addressed in the police service as 55% of the respondents disagree that there are no clear work roles, control and also police workloads are high and demanding resulting to stress of officers. The leadership style of the police is autocratic whereby 79% of the respondents felt that there is no consultation and there is need for external marketing of the organization.

### **5.3 Discussion of Findings**

As realized from the literature review, remuneration as a variable to service delivery entails promotion based on individual performance, explicit rules and guidelines of operation exist, remuneration in regard to allowances should be adequate, deployment should be based on competence, there should be adequate provision of uniforms and equipments for work as well as availability of sufficient means of transport and communication. Remuneration of employee is important for service delivery as found in Ransley report on the reforms of police and also as addressed by (Gregory and Gordon 1979) where they stated, remuneration and descent working conditions for the employees leads to better service delivery, the respondents (69%) felt that the remuneration is inadequate. 83% of the respondent felt that equipments needed for service delivery are inadequate, few vehicles and office furniture.

From the literature review housing refers to accommodation and office facilities provided to police officers, considering police officers work for long hours, adequate resting is vital to ensuring they are adequately revitalized, their minds are fresh and are set to handle stressful situation. A previous study showed that police officers' operating from poor shelters as well as less habitable places as offices demoralizes the police. This affects their performance while assigned tedious and dangerous jobs of chasing armed robbers and apprehending criminals to restore peace. On contrary 76% of the respondents rent houses outside police line , whereas 18% of the respondents lives in police line and 6% of the respondents share units in the police line. This affirms that 97% of the respondents disagree with the statement that housing has been adequately addressed. Moreover, the factor of housing also includes ensuring the houses are close to the police stations to enable the police officers to be reporting to police station on time, at any given time. This has been documented as an effective strategy of ensuring police officers are able to provide general rapid reactive responses to criminal acts and to punish offenders.(Weisbund & Eck,2004). This finding corroborates with Karimu (2015) which states deplorable housing compels police officers to rent houses far away from their duty stations, due to inconveniences caused by sharing houses and this often delays their reporting time to the police station. As such, poor housing lowers the motivation of police officers. Motivation is a serious factor as far as efficiency is concerned, in that motivation goes along way to encourage a worker to maximum capacity (Adebayo, 2013).

In Kenya, Independent Policing Oversight Authority recommends that the state should pay police officers to have adequate allowances to look for better housing to address the problems of feuds, suicide, insecurity and murders. Shortage of housing force police officers to share units with other families irrespective of whether they are married or not, and this brings a great psychological effect on police officers affecting their performance (IPOA, 2015). Despite the efforts made by the

government to improve housing conditions for police officers, it's worthy to mention not much has been achieved; police officers are still working in very poor conditions.

From the literature review, training is important to the employees throughout their career and the training should be holistic in nature where the learners' views, experiences are taken into consideration, this is not the case for the Kenya Police Service. The respondents felt that much is needed to be done in training, for they have length of service which has provided them with experience which may be taken by the instructors as also found by Di Bella et al 1996, where training plays the role of empowering the employees with new techniques and skills to empower them to conduct their business for high productivity.

From the literature review, training is important to the employees throughout their career and the training should be holistic in nature where the learner's views, experiences are taken into consideration, this is not the case for Kenya Police Service. The respondent felt that much needed to be done in training for they have length of service which has provided them with experience which may be taken by the instructor as also found by Di Bella et al 1996, where training plays the role of empowering the employees with new techniques and skills to empower them to conduct their business for high productivity.

There should be clear definitions for workloads which are realistic and officers should be provided with skills for counseling due to the nature of duty for the job is high demanding with no timeframe, 67% of the respondents felt that there are no clear work roles. The above has been discussed by Dollard et al 2001 in work related factors contributing to work stress as high workloads, low level of control and supervision which leads to poor service delivery.

The literature review by Dollard et al highlights the need to address recreation on employee if service delivery is an integral component in its objectives. There should exist a clear definition of works roles, a police culture which is supportive of the service delivery process, the workloads should be realistic and individuals should control and show autonomy in the service delivery. With an exception of the police culture which the respondents felt that it was diffusing at a reasonable pace, the other parameters greatly, contributed towards stress amongst officers. There was a general feeling that work roles assigned were largely unrealistic and lacked clear definitions.

#### **5.4 Conclusion**

The conclusion made in this study is that the Kenya Police Service is greatly influenced by the kind of training the police officer undergoes. The trainees' needs are not put into consideration thereby being sidelined by recipients. Secondly the aspect of police officers remuneration including allowances has greatly being ignored. There is overconcentration of the organizational objectives at the expense of the individual employee needs as well. Thirdly recreation has been left unabated. Stress has taken a toll on the officers and the same has been manifested by the services rendered to the citizens. Finally the concept of housing is still unaddressed in the Kenya Police Service, which makes Kenya Police Service to remain pegged on bureaucratic principles thereby hindering any initiative on the side of individual police officers. The gender issue in the police service has been ignored for a number of years until 2004 when the recruitment was increased due to the fact that women were employed as women structures.

#### **5.5 Recommendations**

Based on the research findings and the conclusion arrived at, the following recommendations were arrived at.

1. Police welfare approach need to be expanded to factor in both the individual officers' interest and the same time the organizational needs. Officer welfare can take the form of improved housing, improved pay, provision of equipments, adequate uniforms, transport and airtime to enhance communication whenever need arises. The government should take action on welfare.
2. Police training need to be addressed holistically. The training curriculum needs to be closely monitored with a view of establishing the gaps that exist between theoretical aspect of training and the practical aspects. This should identify any existing gaps on service delivery. This should be done by a body which will be dealing with training and examinations as recommended by Ransley report.
3. In regard to housing, the state should pay police officers adequate allowances to find for better housing to address the problems of feud, suicide, insecurity and murder as earlier recommended by Independent Policing Oversight Authority.
4. Officers should undergo training on counseling to be able to cope with enormous stress that they frequently find themselves in. This can be greatly boosted if the government employed and posted counselors in every police division. This would make the counseling services accessible to the officers.
5. There is need to have a rigorous marketing strategy to endear the police service to the public at large. This will be a major step towards boosting the morale of the police officers who in return feel appreciated by the society.
6. Police managers should be taken through management courses to enable them employ the best management practices. Courses such as strategic management, human resource management would be greatly address the management shortfalls being witnessed in the

police service thereby boosting the service delivery process. The Government to increase on funding to train officers.

7. The police population needs to be increased three fold by the Government. An increased police population subsequently implies that the amount of workload to individual police officer is realistic and this minimizes instances of overworking.
8. There should be regular interactions between civilians and police to enhance harmony through seminars.
9. There is urgent need to make the police service autonomous. The link that exists between the politicians and the police service does not augur well with the service delivery. Politicians are seen to compel the police officers to make popular decisions which in most cases are not legal.
10. The government needs to address the shortage of equipments used by the police service. Adequate and modern equipments such as teargas, firearms, ammunitions and first aid kit need to be availed to the police department which boost the morale will as well make service delivery efficient.
11. There is equally an urgent need to inculcate a culture into the police service which embraces change management. The current attitude which is characteristic of the Kenya Police Service is detrimental to quality service delivery.
12. The Kenya Government need to partner with the advanced countries in the field of policing like Sweden, Turkey, with a view to having exchange programs for the police officers and that way they are able to embrace the modern trends in the field of policing.

## **5.5 Suggestions for further research**

- 1 Based on research findings, the need to conduct research which would specifically look into the disconnect that exists between the theoretical police training and the practical aspects of service delivery or performance is recommended.
- 2 There is need to carry out a research on the impact of bureaucratic structure of the police service and the effect it has on police service performance or delivery.

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**APPENDICES**

**APPENDIX I: CRIME STATISTICS**

**P**  
**FROM:DIVPOL**  
**BUTULA**  
**TO:COUNTYPOL**  
**BUSIA**  
**C/ORG/5/1/25**

**P WN68/10**

**30/1020**

**30/04/2018**

**SUBJECT:CRIME STATISTICS FIGURES FOR MALE AND FEMALE PERSONS WHO HAVE COMMITTED CRIMINAL OFFENCES AND CRIME VICTIMS(.)**

			<b>DIVISION:</b>																			
			<b>BUTULA</b>																			
persons reported to police for having committed crimes			<b>0-9 YRS</b>		<b>10-</b>		<b>15-17YRS</b>		<b>18-19YRS</b>		<b>20-24 YRS</b>		<b>25-29YRS</b>		<b>30-44YRS</b>		<b>45-59YRS</b>		<b>60YRS</b>		<b>TOT AL</b>	
			<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>
<b>S/N</b>	<b>O</b>	<b>CATEGORY OF OFFENCES</b>	<b>OFFENCES</b>																			
<b>1</b>		<b>HOMICIDE</b>	a	Murder																		
			b	Manslaughter																		
			c	infanticide																		
			d	procuring abortion																		
			e	Concealing birth																		
			f	suicide																		

		g	causing death by D/Driving																	
			<b>SUB-TOTAL</b>																	
<b>2</b>	<b>OFFENCE AGAINST MORALITY</b>	a	Rape																	
		b	Defilement				1			1									2	
		c	Incest																	
		d	Unnatural offences(Sodomy)																	
		e	Bestiality																	
		f	Indecent assault																	
		g	Abduction																	
		h	Bigamy																	
			<b>SUB-TOTAL</b>				<b>1</b>			<b>1</b>									2	
<b>3</b>	<b>OTHER OFFENCES AGAINST</b>	a	Assault							3	3	3	2					8	3	
	<b>PERSONS</b>	b	Creating disturbance				1				1		1					2	1	
		c	Affray																	
		d	Grievous harm																	
			<b>SUB-TOTAL</b>				<b>1</b>			<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>					#	<b>4</b>	
<b>4</b>	<b>ROBBERY</b>	a	Robbery																	
		b	Robbery with violence																	
		c	Carjacking																	
		d	Robbed of M/V																	
		e	Cattle Rustling																	
			<b>SUB-TOTAL</b>																	
<b>5</b>	<b>BREAKINGS</b>	a	House breaking						1			1			1	1			3	1

		b	Burglary																
		c	Other breakings															1	1
			<b>SUB-TOTAL</b>															<b>1</b>	<b>1</b>
<b>6</b>	<b>STOCK THEFT</b>																	<b>1</b>	<b>2</b>
			<b>SUB-TOTAL</b>															<b>4</b>	<b>1</b>
<b>7</b>	<b>STEALING</b>	a	Handling stolen property																
		b	Stealing from person																
		c	Stealing by tenants/lodgers																
		d	Stealing from a building																
		e	General stealing															2	2
			<b>SUB-TOTAL</b>															<b>2</b>	<b>2</b>
<b>8</b>	<b>THEFT BY SERVANTS</b>	a	Stealing By Directors																
		b	Stealing by Agents																
		c	Stealing by employee/servant															1	1
			<b>SUB-TOTAL</b>															<b>1</b>	<b>1</b>
<b>9</b>	<b>VEHICLES &amp; OTHER THEFTS</b>	a	Theft of M/Vehicles																
		b	Theft from M/Vehicles																
		c	Theft of M/Vehicles parts																
		d	Theft of Cycles																
			<b>SUB-TOTAL</b>																

10	<b>DANGEROUS DRUGS</b>	a	Possession																1														1																				
		b	Handling																																																		
		c	Trafficking																																																		
		d	Cultivating																																																		
		e	Usage																																																		
		<b>SUB-TOTAL</b>																																<b>1</b>																<b>1</b>			
11	<b>TRAFFIC OFFENCES</b>	a	Taking vehicle w/o lawful authority																																																		
		b	Driving under the influence of drugs																																																		
		<b>SUB-TOTAL</b>																																																			
12	<b>CRIMINAL DAMAGE</b>	a	Malicious damage																																																		
		b	Arson																																																		
		c	Negligence Acts																																																		
		d	Other criminal damage																																1																1		
		<b>SUB-TOTAL</b>																																	<b>1</b>																<b>1</b>		
13	<b>ECONOMIC CRIMES</b>	a	Obtaining by false pretence																																	1																	1
		b	currency forgery																																																		
		c	False Accounting																																																		
		d	Other fraud/forgery offences																																																		
		<b>SUB-TOTAL</b>																																			<b>1</b>																<b>1</b>
14	<b>CORRUPTION</b>	a	Soliciting for bribe																																																		
		b	Accepting Bribe																																																		

		c	Accepting free gifts																	
		d	Demanding by false pretence																	
		e	Other corruption offences																	
			<b>SUB-TOTAL</b>																	
<b>15</b>	<b>OFFENCES INVOLVING POLICE OFFICERS</b>		Soliciting for bribe																	
		a	Accepting Bribe																	
		b	Accepting free gifts																	
		c	Demanding by false pretence																	
		d	Other criminal offences																	
		e	<b>SUB-TOTAL</b>																	
<b>16</b>	<b>OFFENCES INVOLVING TOURISTS</b>	a	Bag Snatching																	
		b	Other offences against Tourists																	
		c	Other offences involving Tourists																	
			<b>SUB-TOTAL</b>																	
<b>17</b>	<b>OTHER PENAL CODE</b>	a	Other penal code offences																	1
			<b>SUB-TOTAL</b>																	1
<b>18</b>	<b>GRAND TOTAL</b>																			2
																				3
																				1

CRIME VICTIMS 2017			0-9YRS		10-14YRS		15-17YRS		18-19YRS		20-24YRS		25-29YRS		30-44YRS		45-59YRS		60YRS AND		TOT AL		
			M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
S/ N O	CATEGORY OF OFFENCES	OFFENCES																					
1	HOMICIDE	a Murder																					
		b Manslaughter																					
		c infanticide																					
		d procuring abortion																					
		e Concealing birth																					
		f suicide																					
		g causing death by D/Driving																					
		<b>SUB-TOTAL</b>																					
2	OFFENCE AGAINST MORALITY	a Rape																					
		b Defilement		1																		1	1
		c Incest																					
		d Unnatural offences(Sodomy)																					
		e Bestiality																					
		f Indecent assault																					
		g Abduction																					



		h	Bigamy																1	1		
			<b>SUB-TOTAL</b>		<b>1</b>															<b>1</b>	<b>1</b>	
<b>3</b>	<b>OTHER OFFENCES AGAINST</b>	a	Assault		1	1						1	1	1	3				2	7	3	
	<b>PERSONS</b>	b	Creating disturbance			1							1	1						1	2	
		c	Affray																			
		d	Grievous harm																			
			<b>SUB-TOTAL</b>			<b>1</b>	<b>1</b>	<b>1</b>					<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>				<b>2</b>	<b>8</b>	<b>3</b>
<b>4</b>		<b>ROBBERY</b>	a	Robbery																		
		b	Robbery with violence																			
		c	Carjacking																			
		d	Robbed of M/V																			
		e	Cattle Rustling																			
			<b>SUB-TOTAL</b>																			
<b>5</b>	<b>BREAKINGS</b>	a	House breaking										1		2					1	2	
		b	Burglary																			
		c	Other breakings													1					1	
			<b>SUB-TOTAL</b>										<b>1</b>		<b>3</b>					<b>1</b>	<b>3</b>	
<b>6</b>	<b>STOCK THEFT</b>													1						1		
			<b>SUB-TOTAL</b>											<b>1</b>						<b>1</b>		
<b>7</b>	<b>STEALING</b>	a	Handling stolen property																			
		b	Stealing from person																			
		c	Stealing by tenants/lodgers																			
		d	Stealing from a building																			

		e	General stealing																				
			<b>SUB-TOTAL</b>																				
<b>8</b>	<b>THEFT BY SERVANTS</b>	a	Stealing By Directors																				
		b	Stealing by Agents																				
		c	Stealing by employee/servant																			1	
			<b>SUB-TOTAL</b>																				1
<b>9</b>	<b>VEHICLES &amp; OTHER THEFTS</b>	a	Theft of M/Vehicles																				
		b	Theft from M/Vehicles																				
		c	Theft of M/Vehicles parts																				
		d	Theft of Cycles																				
			<b>SUB-TOTAL</b>																				
<b>10</b>	<b>DANGEROUS DRUGS</b>	a	Possession																				
		b	Handling																				
		c	Trafficking																				
		d	Cultivating																				
		e	Usage																				
			<b>SUB-TOTAL</b>																				
<b>11</b>	<b>TRAFFIC OFFENCES</b>	a	Taking vehicle w/o lawful authority																				
		b	Driving under the influence of drugs																				
			<b>SUB-TOTAL</b>																				

12	<b>CRIMINAL DAMAGE</b>	a	Malicious damage																			
		b	Arson																			
		c	Negligence Acts																			
		d	Other criminal damage																			1
		<b>SUB-TOTAL</b>																				1
13	<b>ECONOMIC CRIMES</b>	a	Obtaining by false pretence																		1	
		b	currency forgery																			
		c	False Accounting																			
		d	Other fraud/forgery offences																			
		<b>SUB-TOTAL</b>																				1
14	<b>CORRUPTION</b>	a	Soliciting for bribe																			
		b	Accepting Bribe																			
		c	Accepting free gifts																			
		d	Demanding by false pretence																			
		e	Other corruption offences																			
		<b>SUB-TOTAL</b>																				
15	<b>OFFENCES INVOLVING POLICE OFFICERS</b>		Soliciting for bribe																			
		a	Accepting Bribe																			
		b	Accepting free gifts																			

		c Demanding by false pretence																				
		d Other criminal offences																				
		e <b>SUB-TOTAL</b>																				
16	<b>OFFENCES INVOLVING TOURISTS</b>	a Bag Snatching																				
		b Other offences against Tourists																				
		c Other offences involving Tourists																				
		<b>SUB-TOTAL</b>																				
17	<b>OTHER PENAL CODE</b>	a Other penal code offences																		1	1	
		<b>SUB-TOTAL</b>																				1
18	<b>GRAND TOTAL</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>							<b>1</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>4</b>		<b>2</b>	<b>#</b>	<b>1</b>	

**S.M.WAMBUA  
DIVPOL  
BUTULA**

## **APPENDIX II: LETTER TO THE RESPONDENT**

BENJAMIN KIRUJA

PO BOX 43,

BUSIA

13<sup>TH</sup> JUNE, 2018

Dear Sir/Madam

### **RE: PERMISSION TO CARRY OUT RESEARCH**

I am a student at the University of Nairobi pursuing Master of Arts in Project Planning and Management. I would like to carry out a research on the influence of social-economical status on the performance of Kenya Police Service; a case of Busia County with reference to police commands in Busia County.

This questionnaire is aimed at collecting information which will be useful in the course requirement. The information you provide will be used for academic purposes only and will be treated with paramount privacy. The entire question in this study can be answered by ticking the box that best represents your views.

Thanks in Advance

Yours Faithfully

BENJAMIN KIRUJA

### APPENDIX III: QUESTIONNAIRE

Dear Respondent

This questionnaire is being administered to investigate the influence of Socio-Economical Status on the Performance of Kenya Police Service: A case of Busia County, Kenya. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will be only used for academic research purposes.

#### SECTION A: - (Bio- Data)

Please tick the appropriate option in the boxes provided.

1. What is your gender?

Male  Female

2. What is your rank?

C.I  IP  S/SGT  SGT  CPL  PC   
GO's and above

3. Is your organization currently providing adequate allowances to influence performance or service delivery?

Strongly Disagree      Disagree      Not Sure      Agree      Strongly Agree

4. Do you think resources are adequate to improve on Police Performance in Service Delivery within Busia County?

Strongly Disagree      Disagree      Not Sure      Agree      Strongly Agree

5. Indicate your age bracket

20-30  30- 40  40- 50  50-60

6. Indicate your academic qualifications

K.C.P.E  K.C.S.E  DIPLOMA  DEGREE  MASTER  PHD

7. Indicate the years you have been in the rank you hold

5-10  10-15  15-20  20-35  35-40  40-45

**SECTION B:- (Sub thematic reactions)**

1. Is your organization currently doing well in housing Police Officers?

Strongly Disagree      Disagree      Not Sure      Agree      Strongly Agree

2. In which category do you belong?

Rent outside Police Line  Live in Police Line  Share Units

3. In which category do you belong?

Married  Single

**SECTION C: (Training)**

1. Please indicate the extent to which you either AGREE or DISAGREE with each of the statements by selecting one

Category that mostly corresponds to your desired response.

	The Police Training	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Police training instill interactive skills					
2	Imparts relevant knowledge to cope with modern policing trends					
3	Takes into consideration Trainees' experiences					

- 4 Takes of social welfare
- 5 Improves working conditions
- 6 Takes into account of environmental conditions

**PART D: - (Recreation)**

1. Does your organization embrace organizational police culture fully to enhance Performance or Service delivery within the service in the BusiaCounty?

Yes  No

2. Are there clear organizational realistic workloads to steer up Performance or Service delivery in your organization?

Yes  No

3. In which category will you put socialization in your organization in Busia County?

Often  Rarely



**APPENDIX IV: RESEARCH PERMIT**


THIS IS TO CERTIFY THAT:  
**MR. BENJAMIN KARUJA KIRUJA**  
of UNIVERSITY OF NAIROBI, 0-50400  
BUSIA, has been permitted to conduct  
research in *Busia County*

Permit No : NACOSTI/P/18/79967/23523  
Date Of Issue : 27th July, 2018  
Fee Received : Ksh 1000

on the topic: **THE INFLUENCE OF  
SOCIAL-ECONOMIC STATUS ON THE  
PERFORMANCE OF KENYA POLICE  
SERVICE: A CASE OF BUSIA COUNTY,  
KENYA**



for the period ending:  
25th July, 2019

  
.....  
Applicant's  
Signature

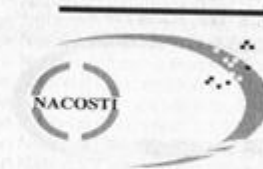
  
.....  
Director General  
National Commission for Science,  
Technology & Innovation

**CONDITIONS**

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

**RESEARCH CLEARANCE  
PERMIT**

Serial No.A 19766

CONDITIONS: see back page

## APPENDIX V: RESEARCH AUTHORIZATION



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
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/18/79967/23523**

Date: **27<sup>th</sup> July, 2019**

Benjamin Karuja Kiruja  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“The influence of social-economic status on the performance of Kenya Police Service: A case of Busia County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Busia County** for the period ending **25<sup>th</sup> July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Busia 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  
Busia County.

The County Director of Education  
Busia County.

REPUBLIC OF KENYA



THE PRESIDENCY

MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL  
GOVERNMENT

ccbusia@gmail.com  
Telephone: 055 - 22598  
Fax No: 055 - 22231  
When replying please quote

COUNTY COMMISSIONER'S OFFICE  
BUSIA COUNTY  
P.O. BOX 14  
BUSIA (K)

Ref No. ADM. 15/4 VOL.IV/27  
and Date

1<sup>st</sup> August, 2018

All Deputy County Commissioners  
**BUSIA COUNTY**

**RESEARCH AUTHORIZATION**

Following research authorization vide letter Ref. No. NACOSTI/P/18/  
79967/23523 dated 27<sup>th</sup> July, 2018 by the National Commission for Science,  
Technology and Innovation to carry out research on *"The influence of social-  
economic status on the performance of Kenya Police Service: A case of  
Busia County, Kenya"*.

This is to inform you that Mr. Benjamin Karuja Kiruja has been authorized to  
carry out research in Busia County for the period ending 25th July, 2019.

A handwritten signature in black ink, appearing to read 'S. Kimani'.

S.Kimani  
For: County Commissioner  
**BUSIA COUNTY**

Copy to:

Mr. Benjamin Karuja Kiruja  
University of Nairobi  
P.O.BOX 30197-00100  
**NAIROBI**



**REPUBLIC OF KENYA**  
**MINISTRY OF EDUCATION**  
**STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION**

**Telephone: 055-22152**

**Fax: 055-22152**

**When replying please quote**

Email: cdebusia@gmail.com

COUNTY DIRECTOR OF EDUCATION  
BUSIA COUNTY  
P.O. BOX 15 - 50400  
BUSIA (K)

**1<sup>st</sup> August, 2018**

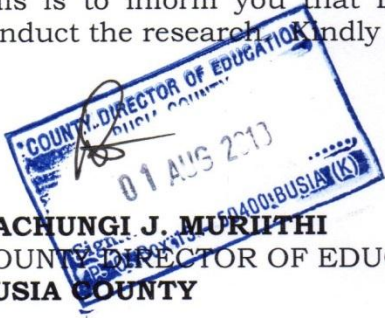
**Ref No. BSA/CDE/ED/9/6/**

Sub-County Directors of Education  
**BUSIA COUNTY**

**RE: RESEARCH AUTHORIZATION**

This office is in receipt of letter from National Commission for Science, Technology and Innovation dated 27<sup>th</sup> Jul 7, 2018 authorizing research on "**The influence of Social-economic status on the performance of Kenya Police Service: A case of Busia County, Kenya**" in Busia County. The research period is expected to end on 25<sup>th</sup> July, 2019.

This is to inform you that Benjamin Karuja Kiruja has been authorized to conduct the research. Kindly accord him necessary assistance.

*P. P.*  
  
**GACHUNGI J. MURIITHI**  
COUNTY DIRECTOR OF EDUCATION  
**BUSIA COUNTY**



UNIVERSITY OF NAIROBI  
OPEN , DISTANCE & e LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
KAKAMEGA LEARNING CENTRE

Your Ref:

Our Ref: Uon/Cees/Kak/1/47/ (186)

Telephone: Kakamega 056-31038/0204917206

18<sup>TH</sup> June 2018

P.O. Box 422  
KAKAMEGA  
KENYA

**TO WHOM IT MAY CONCERN**

**REF: L50/68904/2011 BENJAMIN KARUJA KIRUJA**

BENJAMIN KARUJA KIRUJA is a student at the University of Nairobi, Open Distance & e –Learning Campus, School of Open and Distance Learning, pursuing a Course leading to the award of Master of Arts (Project Planning Management). He has completed his course work for Semester 1, 2 and 3.

He is undertaking a Research Project in titled THE INFLUENCE OF SOCIAL- ECONOMIC STATUS ON THE PERFORMACE OF KENYA POLICE SERVICE: A CASE OF BUSIA COUNTY- KENYA.

Any assistance accorded to him will be appreciated

18 JUN 2018

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Kukubo Barasa  
Regional Learner Support Coordinator, ODeL Campus UoN  
+254 722 827277  
[barasa\\_kukubo@uonbi.ac.ke](mailto:barasa_kukubo@uonbi.ac.ke), [kukubobarasa@gmail.com](mailto:kukubobarasa@gmail.com)