

**DETERMINANTS OF PERFORMANCE IN SERVICE DELIVERY OF  
UNIFORMED OFFICERS OF CORRECTIONAL SERVICE: A CASE  
STUDY OF BUNGOMA CORRECTIONAL SERVICE.**

**BY**

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**DECLARATION**

This research project is my original work and has never been presented for a degree or any other awards in any university.

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This research project is submitted for examination with my approval as the university supervisor.

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## TABLE OF CONTENT

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iv</b>
<b>TABLE OF CONTENT.....</b>	<b>v</b>
<b>LIST OF TABLES.....</b>	<b>xii</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS.....</b>	<b>xiii</b>
<b>ABSTRACT.....</b>	<b>xiv</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 The purpose of the study.....	4
1.3.1 Objective of the Study .....	4
1.4 Research questions.....	4
1.5 Research hypothesis.....	5
1.6 Significance of the study.....	5
1.7 Limitations of the study. ....	6
1.8 Delimitation of the Study.....	6
1.9 Basic assumptions of the study .....	6
1.10 Definition of significant terms as used in the study.....	7
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>8</b>
2.0 Introduction.....	8
2.1 Management and Performance .....	8
2.2 Employee resourcing .....	8

2.3 Training.....	9
2.4 Working Environment .....	9
2.5 Compensation and Job Performance.....	10
2.6 Theoretical Framework .....	10
2.6.1 Abraham Maslow’s Hierarchy of Needs Theory .....	11
2.6.2 Cognitive Theory .....	11
2.7 Conceptual Framework.....	12
2.8 Knowledge gap in literature review .....	14
2.9 Summary of literature review .....	14
<b>CHAPTER THREE:RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>15</b>
3.0 Introduction.....	15
3.1 Research Design survey.....	15
3.2 Target Population.....	15
3.3 Sample size sampling Procedure .....	15
3.4 Sample Procedure .....	16
3.5 Data Collection Instruments .....	17
3.5.1 Pilot Test.....	17
3.5.2 Validity of the instrument .....	18
3.5.3 Reliability of instruments.....	18
3.6 Procedure of data collection.....	18
3.7 Data Analysis and techniques .....	18
3.8 Ethical Considerations .....	19
3.9 Operationalization of Study Variables.....	19

<b>CHAPTER FOUR:DATA ANALYSIS AND INTERPRETATION.....</b>	<b>21</b>
4.1 Introduction.....	21
4.2.1 Age of the Respondents.....	22
4.2.2 Marital Status of the Respondents.....	22
4.2.3 Academic Qualifications.....	23
4.3 Management and Prison Officer Performance.....	24
4.3.1 The Extent to which Planning Influence Performance among Uniformed Officers of Correctional Service.....	24
4.3.1.1 Clarity of what To Do Work.....	24
4.3.1.2 The Management Efficiency in Goal Setting and Promotion of Achievability of Correctional Service Core Functions.....	26
4.3.2 The Extent to which Organizing Influence Performance.....	27
4.3.2.1 Supervisor Delegation of Work to Team Members.....	27
4.3.2.2 Communication in Correctional Service is Prompt and Efficient.....	28
4.3.3.2 Decision Making in Correctional Service is Prompt and Efficient.....	30
4.3.4 The Extent to which Controlling Influence Performance in the Correctional Service.....	31
4.3.4.1 Management Monitoring and Controlling of the Core Functions and Associated Process in the Correctional Service.....	31
4.3.4.2 Supportive Supervision by Supervisors.....	32
4.4 Employee Resourcing as a Determinant Factor in the Performance of Uniformed Officer in the Correctional Service.....	33
4.4.1 The Quality of Recruitment Planning.....	33
4.4.1.1 How Soon a Correctional Service fill Vacant Positions.....	34
4.4.1.2 Succession Planning Programs in the Correctional Service.....	35

4.5.1	Vacant Positions are Elaborately Advertised to all Potential Employees .....	36
4.6	The Effectiveness of Selection and Appointment in the Correctional Service.....	37
4.6.1	Transparency in Shortlisting of Job Candidates in the Correctional Service.....	38
4.6.2	Interviews in Correctional Service are well Planned, Objective, Well Structured and Without Bias .....	39
4.7	Training Uniformed Officers.....	40
4.7.1	The Quality of Induction Process for Uniformed Officers.....	40
4.8.1.1	Contentment of Correctional Service Uniformed Officers.....	41
4.8.2.2	Updated Knowledge and Elimination of Knowledge Gaps in Uniformed Officers Line of Specialization .....	44
4.8.6	Working Environment .....	51
4.8.6.2	Uniformed Officers' Uniforms and Work Equipment .....	52
4.8.7.3	Compensation Related Satisfaction among the Correctional Service Staff .....	55
	<b>CHAPTER FIVE:SUMMARY, RECOMMENDATIONS AND CONCLUSION .....</b>	<b>66</b>
5.1	Introduction.....	66
5.2	Summary .....	66
5.2.1	The Extent to which Managements Influence Job Performance in Correctional Service .	66
5.2.2	The Extent to which Employee Resourcing Influence Job Performance in the Correctional Service.....	66
5.2.3	The Extent to which Training Influence Job Performance in The Correctional Service ...	67
5.2.4	The Extent to Which Working Conditions Influence Job Performance in the Correctional Service.....	67
5.2.5	The Extent to Which Compensation Influence Job Performance in the Correctional Service.....	67



5.3 Recommendation .....	68
5.4 Conclusion .....	68
5.5 Suggestion for Further Studies.....	69
<b>REFERENCES.....</b>	<b>70</b>
<b>APPENDIX A: LETTER OF INTRODUCTION.....</b>	<b>75</b>
<b>APPENDIX B: QUESTIONNAIRE.....</b>	<b>76</b>
<b>APPENDIX C: RESEARCH BUDGET.....</b>	<b>81</b>
<b>APPENDIX D Extract from Krejcie ans Morgan on sample size. ....</b>	<b>82</b>
<b>APPENDIX F: RESEARCH PERMIT .....</b>	<b>84</b>
<b>APPENDIX G: PLAGIARISM REPORT .....</b>	<b>85</b>

## LIST OF TABLES

Table 3.1. target population and sample size for uniformed officers of Western region .....	15
Table 3.2. operational definition of variables .....	19
Table 4.1. questionnaire return rate .....	21
Table 4.2. age of the respondents .....	22
Table 4.3. marital status of the respondents .....	23
Table 4.4. academic qualifications .....	23
Table 4.5. clarity of what to do .....	25
Table 4.6. the management efficiency in goal setting and promotion of achievability of correctional service .....	26
Table 4.7. supervisor delegation of work to team members .....	27
Table 4.8. communication in the correctional service is prompt and efficient .....	28
Table 4.9. staff contentment and motivation by the leadership style in the correctional service ..	29
Table 4.10. decision making in correctional service is prompt and efficient .....	30
Table 4.11. management monitoring and controlling of the core functions and associated process in the correctional service .....	31
Table 4.12. supportive supervision by supervisors .....	32
Table 4.13. how soon a correctional service fill vacant positions .....	34
Table 4.14. succession planning programs in the correctional service .....	35
Table 4.15. vacant positions are elaborately advertised to all potential employees .....	36
Table 4.16. fairness in job advertisement .....	37
Table 4.17. transparency in shortlisting of job candidates in the correctional service .....	38
Table 4.18. interviews in the correctional service are well planned, objective, well-structured without bias .....	39
Table 4.19. contentment of correctional service uniformed officers .....	41
Table 4.20. uniformed officers familiarity of roles and performance standards .....	42
Table 4.21. continued acquisition of skills, experience and relevant knowledge .....	43
Table 4.22. updated knowledge and elimination of knowledge gaps in uniformed officers line of specialization .....	44
Table 4.23. influence of career progression courses on uniformed officers career, education plans and decisions .....	45
Table 4.24. improvement of communication with workmates in the correctional service .....	46
Table 4.25. uniformed officers exposure in different sections .....	47
Table 4.26. job rotations interruptions, waste of time and low productivity side effect .....	48
Table 4.27. succession training outcomes in the correctional service .....	49

Table 4.28.uniformed officers confidence to act in the position of their immediate boss without difficulty.....	50
Table 4.29.working officers' housing facilities in the correctional service .....	51
Table 4.30.uniformed officers' uniforms and work experience .....	52
Table 4.31.wether uniformed officers feel their salary is commensurate to their skills and level of experience .....	54
Table 4.32.compensation related to satisfaction among the correctional service staff.....	55
Table 4.33.career achievement as a result of correctional service rewards system .....	56
Table 4.34.uniformed officers appreciation for good job performance of work .....	57
Table 4.35.uniformed officers willingness to work longer for correctional service due to periodic rise in basic pay.....	59
Table 4.36.uniformed officers association of promotion with quality of service offered .....	60
Table 4.37.uniformed officers motivation by fringe benefits (pension, medical scheme, house allowance, loan security and commuter allowance) in the correctional service .....	61
Table 4.38.fairness and equitability of uniformed officers benefit packages in correctional service .....	62
Table 4.39.quality of service delivery in correctional service .....	63
Table 4.40.the nature of customer satisfaction .....	63
Table 4.41.employees lateness for work.....	64
Table 4.42.rate of absenteeism in correctional service .....	65

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CAP</b>	Council Act of Prisons
<b>PC</b>	Prison Constable
<b>CPL</b>	Corporal
<b>SG</b>	Sergeant
<b>SSG</b>	Senior Sergeant
<b>IP</b>	Inspector of Prison
<b>CIP</b>	Chief Inspector of Prison
<b>SP</b>	Superintendent of Prison
<b>SSP</b>	Senior Superintendent of Prison

## **ABSTRACT**

The aim of this study was to assess the determinants of performance in service delivery of uniformed officers of correctional service. A case of study in Bungoma correctional service. The study was guided by the following objectives; to assess how management influence uniformed officers performance in the correctional service, to assess how employee resourcing influence uniformed officers performance in the correctional service, to establish the influence of training on uniformed officer's performance in correctional service; to establish the influence of working environment of performance to the uniformed officers of the correctional service to establish the influence of compensation on uniformed officers performance in correctional service; to explore the influence of service ranks and leadership on uniformed officers performance in correctional service. The study adopted descriptive survey design which was used to obtain information through describing the existing phenomenon. The estimated sample size was 108. Stratified random sampling was used in the study with departments forming relevant strata. Content validity was provided by the researcher sharing the research instrument with the supervisors. Split-half method was employed to test the reliability of the instrument. A structured questionnaire was collected after three days. Bungoma correctional service has a total number of 325 officers. 108 respondents participated in the study and only 103 questionnaires were correctly filled and used for analysis. The data collected was checked for completeness and analyzed using descriptive statistics. Results for quantitative data was presented in tables and factual statements. It is believed that the findings from the sample were a representative of the situation in the department of correctional service to reliable degree. Data was analyzed using Microsoft excel as well as manual methods and presented in form of tables, mean, percentage and factual statements. The study findings indicated the critical factors influencing uniformed officers performance in its department include; employee resourcing that was slow, less transparent, and interfered by external influence; poor training especially job rotation; and lack of performance rewards and incentives. The study was to recommend introduction of performance related pay system and stringent employee resourcing controls. Further studies was proposed on factors influencing uniformed officer's performance on other government bodies other than correctional services and also a study on factors influencing corruption in the public sector. Majority of the respondents 37% agreed that they felt achieved in their career because the correctional service reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. The majority of the respondents 41% agreed that the correctional service managers always gave a clear picture of what to do, when and how to do the work they assigned to them. The study established that that uniforms, houses, and working equipment is the major environmental working condition that positively contributes towards job performance in the correctional Service. The study also revealed that knowledge and skills for uniformed officers have a profound effect on provision of right job competencies that have a far-reaching impact on job performance. Training and development programs help the officers to adapt the technological advancement and provide right skill and competencies in performing their duties.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

All organizations exist to make certain expected returns to those who have invested in them in terms of performance. Performance is measured in terms of how well the organization is able to meet its vision, mission and objectives. How public managers can motivate public employees towards achieving public purposes has been described by Armstrong (2009).in his article ‘The Big Questions of Public Management’ as one of the big questions that scholars of public management should attempt to answer through their research. Around the globe, three key components of government performance are leadership, trust, and service-minded responsiveness to citizens.

According to Bandura(2013)., Public service plays a vital role in China’s development, and changes have been underway for the past 20 years to improve China’s human resource systems. A formal civil service system was adopted in 1993, and there are strategic efforts underway to transform demoralized organizational cultures (Bandura, A., 2013) and to emphasize ethics (Sparrow, 2013).The Report of the year 2012 18th National Congress of the Communist Party of China specifically recommends improvements in government agencies to enhance the nation’s economic and social development. To this end, public workers’ salaries have increased, but management expects more responsiveness in exchange (Aacha, 2010).

As for quality in recruitment and training of civil service, In China, Public servant training is mainly divided into two kinds. One kind is formal schooling, which is chiefly undertaken by ordinary colleges and universities. Like other specialized formal schooling, it recruits students through the annual college entrance examination. Students look for jobs by themselves after graduation. If they want to work in public office, they have to take the special examinations for enrolling as civil servants. Only those who pass the examinations will be admitted. The other kind is the short-term professional training (vocational education) conducted by party and administration schools (Ryan, R. M., and Deci, E. L. 2010).

Within the last decade the Kenyan government has been implementing civil service reforms. The core strategies of the civil service reforms in Kenya include organizational restructuring, human resource management including pay reform, budgetary and financial reforms while the non-core

Elements are strengthening the capacity of policy-making institutions, building the capacity of the civil service through training of staff among others. Progress has been made in terms of innovations and best practices in civil service reforms. They include: (i) mainstreaming leadership and management; (ii) building an incentive framework under severe budgetary constraints; (iii) capacity building; (iv) enhanced remuneration for civil servants; (v) annual civil service monitoring and evaluation among others. The civil service reforms in Kenya led to the formation of Authorities with a key objective of enhancing public sector performance. Among the distinct measures taken by the authorities to boost performance include organization specific recruitment and employee service (employees are no longer transferred from one ministry to the other), enhanced capacity building of staff, enhanced compensation, elaborate management structure, customized organization vision and objectives. Like in Germany, recruitment to the Kenyan authorities is such that suitable candidates are chosen by means of a selection process. Each authority is responsible for conducting its own recruitment of new staff and may establish independently how applicants are to be selected. This responsibility for human resource matters derives from the ministerial principle. As for compensations the payment has been enhanced.

According to a comparative study on public-private sector wage differentials in Kenya by Kenya Institute for Public Policy Research and Analysis it was established that the general public sector pays slightly higher than the private sector when comparing cumulative basic salary and allowances. However, the private sector pays a higher basic salary. It was also established that there is a positive correlation between wage differential and the cost of labor, as the higher the wage differential the greater the likelihood for agitation for higher wages. It was also observed that basic salaries alone are not a sufficient motivator for retaining employees. Incentives and allowances play a significant role in ensuring employee retention within the public sector. Among the recommendations made in this study included establishment of performance and productivity measures that will be used to remunerate public service employees and developing parameters, including policy and legislation for determining remuneration, and benefits structure that is equitable, sustainable and enhance productivity of Public sector employees. Employees are the most important asset of an organization. The effectiveness of any organization depends on their knowledge, skills and ability. Effective organizations depend on employee's performance which is directly affected by individual job satisfaction at workplace and their commitment towards the organization (ALDamore, F., Yazam, M., and Ahmid, K., 2012). It is

better to find out what rewards and incentives the individuals value so that where possible they can be provided. In other words, people need to be motivated. The job itself and the way in which it is designed can act as a significant motivating or demotivating force on individuals. Every job has specific demands and the person who carries out that job will need certain skills and abilities to achieve the expected level of performance.

## **1.2 Statement of the Problem**

Over the years the performance of the uniformed officers of correctional service has witnessed a decline in the service delivery by its officers. Complaints from both the public and the inmates complain about indiscipline cases, insecurity and escapes from custody. Chapter 90 (CAP 90) laws of Kenya requires the correctional services officers to ensure containments and safe custody of inmates and to facilitate the administration of justice among others. Job satisfaction is widely studied across many working institutions, including psychology, sociology, economics, and the management sciences. Research has shown that satisfied employees are more productive, deliver higher quality of work and improve organizations competitiveness and success (Obwaga, 2010). Additionally, job satisfaction continues to play an important role, as the landscape of work across the world has been changing dramatically over the past 15-20 years in response to economic shifts, technological advances, and an increasingly global economy (Handel, 2005). Correctional services are currently faced with daunting challenges. This observation holds true not only in UK, but also in the other African countries.

Many prisons in Africa are increasing in number due to high crime rates of countries, policies are moving from historically state controlled systems toward systems embracing prison autonomy, accountability and peer based quality assurance (Dee et al., 2000). Due to these challenges, prisons have been faced with the challenging task of motivating their employees through provision of attractive working conditions and competitive remuneration. In addition, they have had to face the reality of their employees, whom they have invested heavily to train, seeking alternative, more competitive opportunities in the private sector or abroad. These unfavorable working conditions have jeopardized the loyalty of the employees and administrative employee's policies, uncompetitive trade policies and high-level government corruption, economic growth declined sharply while external and internal debt increased.



Therefore, it is anticipated that a better understanding of these issues can aid further research, pinpoint better strategies for recruitment, compensation, promotion, conducive working conditions training of future managers of stations or officer-in-charges of stations and other prison officers who are the employee of correctional service. The researcher is interested in understanding the determinants of performance in service delivery of uniformed officers of correctional service.

### **1.3 The purpose of the study**

The purpose of the study was to determine the determinants of performance in service delivery of uniformed officers: a case of study in Bungoma correctional service.

#### **1.3.1 Objective of the Study**

The study was guided by the following objectives:

- i. To examine the influence of management to the performance of uniformed officers of correctional service.
- ii. To evaluate the influence of employee resourcing to the uniformed officers of correctional service in relations to their services delivery.
- iii. To determine the influence of training to the performance of uniformed officers of the correctional service.
- iv. To examine the influence of working conditions of employment to the performance of the uniformed officers of correctional service.
- v. To determine the influence of compensation to the performance of uniformed officers of correctional service.

#### **1.4 Research questions**

- i. To what extent does management influence performance of uniformed officers correctional service?
- ii. To what extent does employee resourcing influence performance of uniformed officers of correctional service?

- iii. To what extent does training influence the performance of uniformed officers of correctional service?
- iv. To what extent does working condition of employment influence the performance of uniformed officers of correctional service?
- v. To what extent does compensation influence performance of uniformed officers of correctional service?

### **1.5 Research hypothesis**

- i. HO<sub>1</sub> There is no significant relationship between management and performance of uniformed officers of correctional service.
- ii. HO<sub>2</sub> There is no significant relationship between employee resourcing and performance of uniformed officers of correctional service.
- iii. HO<sub>3</sub> There is no significant relationship between training of uniformed officers and performance in the correctional service.
- iv. HO<sub>4</sub> There is no significant relationship between working environment of employment and performance of uniformed officers of correctional service.
- v. HO<sub>5</sub> There is no significant relationship between compensation of uniformed officers and performance in the correctional service.

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

The study findings will have significant impact to various stakeholders if implemented. To the government of Kenya will be able to address issue affecting correctional service and put measures in place to deal with the challenges facing correction service. The government will be able to come up with policies, legislation and programs of the national level on correctional service. Moreover, the findings of the study will also be useful to development partners who consider security financing options and models especially for the regionals headquarters and sustainability measures as a precondition for approving grant findings and support to correctional service sector and for correctional programs in Kenya. The research will also add significant body of knowledge to other scholars conducting research in the field of correctional service within correctional service department. To the target group that is the untrained officers and vulnerable officers in western region. The starting will be instrumental in eliciting in them

the need to acquire and regularly use special training in meeting the soaring cost of work performance care they are persistently facing and contending with.

The study is important to the government of Kenya and to the public. If the government implements the policies and restructure correctional service, cases of inmates escaping, uniformed officers' absenteeism will be reduced or totally dealt with.

### **1.7 Limitations of the study.**

The study was limited by several factors such as: Not to access data easily hence this hindered data collection process difficult since some officers were reluctant to give information. Time limits. The officer in charge of station requested the researcher to use shortest time as possible since officers has other duties to perform. Lack of enough resources in developing of data collection and report preparation. The researcher overcame this by: on resources, the researcher trade-off the sample size with available resources in such a manner that the sample size was too small to lack the representative of the target population and neither too large to have constrained on available resources. Respondents were informed the purpose of study was purely for academic purpose and not any other reason or used and any information given was treated with at most good faith. Lastly time was observed and scheduled for every activity to avoid inconvenience.

### **1.8 Delimitation of the Study**

The study was undertaken at the correctional service mainly in Bungoma correctional service. It involved staff in formal employment in correctional service. Casual staff and internship staff will not be allowed to participate in the study due to their temporal employment nature.

### **1.9 Basic assumptions of the study**

The study based on the basic assumption that the data collection instrument will be valid and reliable in measuring the desired outcome of the study. Besides the study was also based on assumption that the respondents will be available and will give information honestly.

### **1.10 Definition of significant terms as used in the study.**

**Uniformed officers:** are people who work in municipal prison departments of various sizes and have general law enforcement duties including maintaining regular patrols and responsible to calls for service.

**Performance:** is the execution of an action.

**Correctional service:** is the state of confinement or captivity/ a place of confinement especially for lawbreakers/ persons convicted of serious crimes.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.0 Introduction**

This chapter reviewed literature relating to the study basing on the following theories and thematic areas: Abraham Maslow's hierarchy of needs theory Cognitive Theory. It also discusses about the literature review, empirical review and research gaps to be covered in the study.

#### **2.1 Management and Performance**

Osei (2011) defines the management as the art of getting things done through others and with formally organized groups. The term management style can therefore be defined as the leadership method a manager uses in administering an organization. It includes planning, organizing, staffing, directing and controlling, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. The study sought to establish the extent to which management function influence uniformed officers of the correctional service to enable elaborate investigation of research objective four key major indicators were identified. This includes the ways in which planning, organizing and controlling influence uniformed officers' performance. The finding were captured by the study questionnaires and presented in the table.

#### **2.2 Employee resourcing**

According to a walker (2009) observe that recruitment and selection is the process of attracting individual's on a timely basis in sufficient numbers and with appropriate qualifications this means that recruitment is the process of identifying and attracting potential candidates from within and outside the organization to begin evaluating them for future employment Mnontgomery (2006) focuses on recruitment and selection as matching of capabilities and inclinations of prospective candidates against the demand and rewards inherent in a given job. While Osei(2011) stated that recruitment is a process of attracting a pool of high quality applicants so as to select the best among them for reasons to performing companies devotes.

### **2.3 Training**

This is an educational process where people can learn new information, re-learn and reinforce the existing knowledge and skills. Effective training covers relevant and useful information that informs employees and develops skills and behaviors that can be transferred back to the workplace. Development is a process that strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them. This, according to Achoka, J., Poipoi, M. W., Sirima, L. C.N. (2013) training is one element many corporations consider when looking to advance people and offer promotions. It offers the added advantage of networking and learning from others. According to Choo (2007) says experience therefore is not uncommon to hear excuses regarding why someone has not received the training. According to Ehidiemen, J. (2013), Good working environment is good to employees not only for the space they are using but also a healthy and safe place to work in.

The working schedules and periods of hours is also crucial to many workers. Because in case of overtime duties they should have their perks paid for overtime jobs. In this changing scenario retaining employees is a difficult task because changing work environment causes stress and burnout. Employees feel satisfied and like to work where they feel their worth and importance. The study conducted by Ehidiemen, J. (2013) on "Impact of working environment on employee's productivity in Banks and Insurance Companies in Pakistan" concluded that workplace environment plays an important role for the employee performance and productivity. The author also suggested that financial institutions need to take care of the work environment to maintain and retain its talented employees.

Considerable resources and energy in creating quality selection systems / processes quality of new recruits depends upon an organization's requirements, practices and that the relative effectiveness of the selection phase is dependent on the caliber of candidates attracted. This is as per the findings of George, E. G. (2013) but Wilk, S. (2011) argues that the more effectively the recruitment stage is carried out the more important the actual selection process becomes.

### **2.4 Working Environment**

Working environment has an implication on the performance of any employee in any organization. Working environments affect employees either positively or negatively and if not looked keenly may result to poor quality of work. In the correctional service there are several types of housing these include permanent housing, a house made of either stones, bricks or other

permanent building materials. It can either be single-round, double-round, bed-sitters, one-bedroomed, two-bedroomed some of the permanent houses on self-contained. Another type of house in the correctional service is semi-permanent house: a house build using mud then plastered to make it strong. It can be either single room, double room or one-bedroomed. Other type of houses is: iron sheet (mabati) house, mud (matope) house, timber house, unit-hut house and a frame house.

## **2.5 Compensation and Job Performance**

According to Aktar, Sachu, and Ali (2012), Rewarding employees in any organization is motivating tool to continually push themselves in order to achieve its goals. Failure to that the employees feel dissatisfied hence low productivity of the organization Financial rewards are the motivating factor which satisfy the basic needs of an individual so, non-monetary form which includes medical care, balancing duties or rotational duties also acts as a motivational factor Retention of employees by looking into their compensation reduces the turnover rates in the company because employees will have more incentives to stay in their work and saves the company from much expenses in looking for replacements.

## **2.6 Theoretical Framework**

The theoretical framework is the structure that can hold or support a theory of a research study. It introduces and describes the theory which explains why the research problem under study exists. Theory provides an explanation for a class of event. It is a way of binding together a multitude of facts so that one may comprehend them all at once (Li & Wang, 2010). A theory performs a number of functions. First, it allows us to organize our observations and to deal meaningfully with information that would otherwise be chaotic and useless. As French mathematician Jule-Henri Poincare (2010) observed: Science is built up with facts, as a house is with stones, but a collection of facts is more a science than a heap of stones in a house. Second, theory allows us to see relationships among facts and uncover implications that would not otherwise be evident in isolated bits of data. Third, it stimulates inquiry as we search for knowledge about many different and often puzzling aspect of behavior. A theory, then, inspires a research that can be used to verify, disprove or modify that theory. The theories reviewed inform the source of the variables of the study and the interactions between the dependent and independent variables.

### **2.6.1 Abraham Maslow's Hierarchy of Needs Theory**

This theory spells out the needs that is acquired by every individual in different levels. Maslow believes that five hierarchies of needs must be fulfilled by every person and each level must be satisfied before reaching to another level. (Dwivedi 2006). According to Abraham Maslow's theory, Only few people reaches the level of self-actualization .The employees can satisfy their needs by working in the organization, which pays them their monthly pays and wages and also satisfy needs such as safety and esteem. Providing cover such as health insurance and retirements benefit, as well as offering occupational safety to employees, employees meet their social needs by building good internal public relation with the other external employees in near environment and provision of conducive working environment and good structure of communication among the employees and their managers .

Company team building in coming up together and sharing of ideas and interacting together will motivate the employees. Retention of rewards by the senior management to their juniors is by recognizing their good work well done and complimenting them even in front of other employees, promotions of their good work and experience and giving them leadership jobs in the organization helps satisfy the employee self-esteem. Creativity and being able to face challenges and know how to manage it is self - actualization. This study will be relevant in this study because it links job performance to environmental conditions, compensation, and knowledge and skills in the Kenya prison service for serving officers.

### **2.6.2 Cognitive Theory**

The cognitive theory is based on the fact that learning is built on existing knowledge. This type of learning leads to understanding of a subject matter and goes beyond simple cramming of the word Cole ,2011).It helps the learner to internalize the knowledge and apply in the real life .The learning is said to occur when the trainees construct their meanings and apply the knowledge and that is when training actually occurs (CIPD,2006).According to Armstrong (2012),training is defined as the planning and systematic modification of behavior which enables an individual gain skills, knowledge and attitudes which add value of an organization .Scholars like Piaget,(1973) believed that cognitive development is cumulative ,and understanding a new experience grows out of previous learning built experience; gained over the four stages of sensory- Motor( Birth -2yrs) preoperational (2-7yrs),Concrete operations (7-11yrs) and formal operations (11-16yrs).According to Illeris (2016) .learning is complicated process which leads to



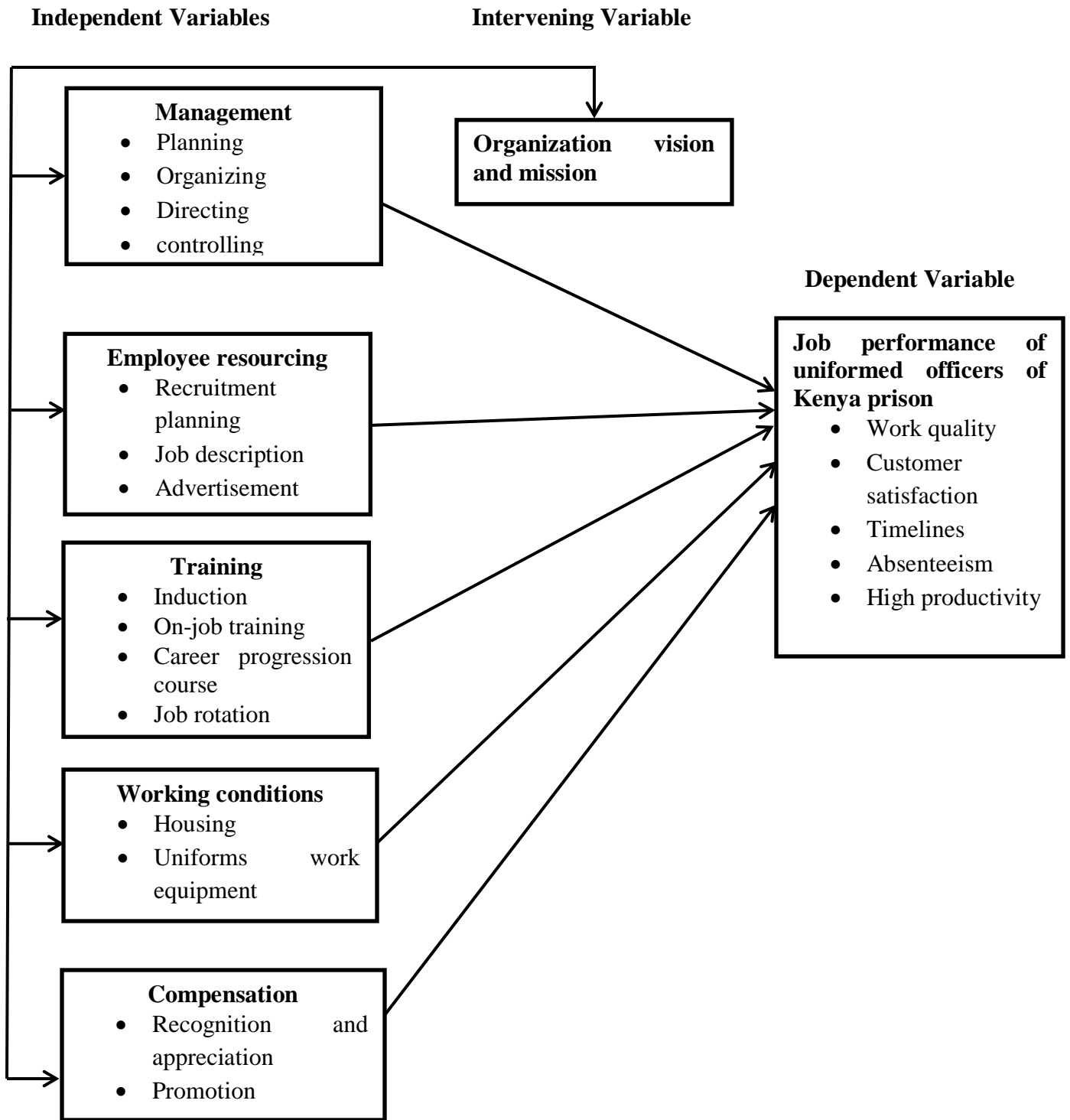
permanent change in living organisms and must be discussed ,analyzed, programmed while considering external and internal conditions for it to be reliable as well as adequate. The cognitive theory focuses on mental a process which covers perceiving, remembering, reasoning and at every stage of development new perspectives are gained on such areas such as morality and languages (Singer 7 Revenson, 1997)The theory will help in the research study in that training is continuous over knowledge, skills and attitude gained over previous trainings among the uniformed officers of Kenya prison In Western regions.

## **2.7 Conceptual Framework**

According to Kombo and Tromp (2009), a concept is an abstract or general idea inferred or derived from specific instances. A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Mugenda and Mugenda (2009) and Smyth (2012) define a conceptual framework as a hypothesized model identifying the model under study and the relationship between the dependent and independent variables. Kothari (2012) defines an independent variable also known as the explanatory variable is the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain. The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. Such a framework would help a researcher define the concept, map the research terrain or conceptual scope, systematize relations among concepts, and identify gaps in literature (Creswell, 2013).

Job performance is influenced by myriad factors ranging from social, psychological, Economic, and personality traits. The independent variables include compensation, Transformative training and development, working condition and leadership ranks. The dependent variable is job performance.

**Figure 1. Conceptual Framework**



**Source: Author (2019)**

## **2.8 Knowledge gap in literature review**

The foregoing literature suggests that although the number of the uniformed officers in leadership has significantly increased during the few decades, barriers such as corruption, nepotism in the allocation of funds to uniformed prison officer still exist to impede prison officers from progressing into leadership position where in old people who are over retired or the one taking high position in the government without knowledge and skills as to compare to youth who are uniformed prison officers who are learned and support in various fields. I have also reviewed literature which studied attitudes towards youth who are uniformed officers monomers in general youth officers group monomers in Arabic and Islamic world and wilting of some hurdles such as experience, communications and culture to influence attitudes towards youth offices or monomers of stations This study sought to do in the factors influencing the performance of uniformed officers in Kenya in Western region.

## **2.9 Summary of literature review**

Although there are a few studies conducted on factors affecting job performance in the correctional service, most have predominantly focused on the western world. There are many factors that affect employee's performance and satisfaction at work in a different ways. Studies have document on factors such as working conditions, compensation, transformative training and development on their promotions and relationship between their internal relationships. However, there is literature gap on factors affecting job performance in the correctional service especially .Thus the current study intends to fill this gap.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.0 Introduction

This chapter discusses the methodology that was used to carry out the study. The discussion includes the research design; target population, sample size and sampling procedures, research instruments, reliability of research instruments, data collection procedures, data analysis techniques and finally operational definition of variables.

#### 3.1 Research Design survey

A descriptive research survey design was used to obtain quantitative data that described the existing phenomena. According to Churchill (2010), descriptive research is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. This research design is chosen for this study due to its ability to minimize bias thus enhancing reliability of evidence collected. The design will consider appropriate taking into account the strategic approach of the study, as well as the complexity and the predominantly quantitative dimension of the phenomena under investigation.

#### 3.2 Target Population

According to Mugenda&Mugenda (2003) a target population, is a population to which the researcher wants to generalize the results of the study.. The target population will be 159 uniformed officers in Bungoma correctional services from which a sample size was chosen for the study.

#### 3.3 Sample size sampling Procedure

In this section sample size and sampling procedure was to be determined. The ever increasing need for a representative statistical sample in the empirical research will create the demand for an effective method of determining sample size. To address the existing gap, Krejcie& Morgan (1970) came up with a table for determining sample size for a given population (for easy reference see appendix D). From the table the sample size will be 108.

**Table 3.1***Target Population and Sample Size for uniformed officers*

<b>Department</b>	<b>Population</b>	<b>Sample Size</b>
Constables	65	44
Corporals	28	19
Sergeants	20	13
Senior sergeants	23	16
Inspectors	6	4
Chief inspectors	4	3
Superintendent	4	3
Senior superintendents	9	6
<b>Total</b>	<b>159</b>	<b>108</b>

**Source: Author (2019)**

### **3.4 Sample Procedure**

In this study stratified random sampling technique was adopted. Stratified random sampling technique is where the population is divided into two or more relevant and significant strata based on one or more attributes (Saunders, Lewis & Thornhill, 2009). This sampling is used because the population will be divided into two or more sub units based on certain internal characteristics (Mugenda & Mugenda, 1999). Each of the stratum to which the population is divided into obtained an equal chance of being sampled. Further, Kothari (2012) recommends stratified random sampling because it is accurate, easily accessible, divisible into relevant strata and it enhances better comparison; hence representation across strata. Stratified random sampling also ensures inclusion of sub-groups, which would otherwise be omitted entirely by other sampling methods because of their small number in the population. Proportionate sampling is then used to get the number of sample in each strata. Finally each sample is selected using purposive sampling technique. Purposive sampling is a type of non-probability sampling techniques also known as judgmental, selective or subjective sampling. Purposive sampling relies on the judgment of the researcher when it comes to selecting the units that are to be studied

(Kumar, 2011). The main reason why purposive sampling was chosen for this research was to ensure the target group is knowledgeable and influenced by the issues in the study.

### **3.5 Data Collection Instruments**

A closed ended questionnaire with like type questionnaire entails factors influencing the performance of uniformed officers of correctional service in Bungoma region. Sector is used to collect data from the target population. Self-administered questionnaires will be used for the convenience of both the researcher and the respondents of the study. The first part, section A of the questionnaire entailed general details, section B entails the extent to which management influence uniformed officers of correctional service in their Performance, section C entails the extent to which employee resourcing influence uniformed officer in correctional service in their performance, section D entails the extent to which training influence uniformed officers of correctional service in their performance of work, section E entails the extent to which working condition influences Performance work in correctional service, section F entails the extent to which compensation influence Performance of work in correctional service among uniformed officers while section G entails Performance in correctional service. Structured questions will be used for easy manipulation of data during analysis and interpretation. In addition open ended questions will be used to enable gathering of additional information on the determinants of performance in service delivery of uniformed officers of correctional service influencing officer's performance.

#### **3.5.1 Pilot Test**

Pilot test is a preliminary mini-study conducted with a small sample in order to establish the effectiveness of data collection instruments (Mugenda and Mugenda, 2003). In the views of Gay in Mugenda and Mugenda (2003), a pilot sample should be between 1% and 10% of the actual sample size. In this study, 100 questionnaires were administered to respondents. The questions were then collected for further analysis by the research this is 10% of target population according to Mugendo and Mugendo (2006).

### **3.5.2 Validity of the instrument**

Validity of the instrument was tested to a certain their effectiveness. Validity is an indication of how sound your research is Mugenda and Mugenda (2009). Validity applies to both the design and the methods of your research .Validity in data collection means that your finding truly represents the phenomenon you are claiming to measure. Content validity of research was ascertained by seeking the assistance of supervisors and experts whose views are drawn from the field of study.

### **3.5.3 Reliability of instruments**

According to Tromp and Combo (2012), reliability is a measure of the consistency with which a measuring instrument yields consistent data with repeated trials. In this study, the researcher sought to use split half reliability of the questionnaire split half method to ascertain the reliability of the questionnaire. Split-half method was chosen thereby taking care of factors influencing internal validity of the instruments. Split half method was used by dividing the questionnaire into 2 halves on the basis of odd and even appearances. By comparing the results using Pearson's Product Moment Correlation of Co-efficient value of 0.6 and above, the instrument was deemed reliable

### **3.6 Procedure of data collection**

Wisemen (2012) says that this indicates the steps and sequencing of these steps in the process of data collection. Having prepared the research proposal, presented for assessment and made the necessary corrections, the research applied for research from the correctional service. Upon the receipt of the research permit, the researcher hit the ground for data collection, presenting the research permit to the relevant persons for authorization. The data were collected by two well trained and motivated research assistants who self-administered the questionnaire to the respondents

### **3.7 Data Analysis and techniques**

Data analysis begun with aspect of editing, organizing and cleaning before applying subsequent statistical measures (Aurela, 2010).the study being descriptive in its major characteristics adopted descriptive statistics in data analysis. These features of descriptive statistics used included: frequencies and percentages whereas analyzed data were presented using frequency

distribution table. The tool for data analysis was a Statistical package for Social Scientists (SPSS) aided by a computer.

### 3.8 Ethical Considerations

The researcher ensured that no bias practices while collecting data. Data collection will be as per the sampling technique so that every respondent has an equal chance of being in the study. In addition, the respondents tried as much as possible to be honest in their responses. All information from respondents will be handled with ultimate confidentiality. For any disclosure, consent was obtained from the respondents in writing. They will be given a chance to voluntarily choose whether they want to be part of the study or not.

### 3.9 Operationalization of Study Variables

According to Tromp and Kombo (2000). Operational definition of the variables describes how each variable in the study was measured. In this study, the extent to which management influence the uniformed officers performance in the correctional service. It was measured on the basis of planning, organizing, directing and controlling. Training factor was measured on the basis of induction, on job training, core progression courses, job rotation and succession training. The employee resourcing factor was measured on the basis of recruitment planning, job description, advertisement, selection and appointment.

**Table 3.2 Operational Definition of Variables**

Objective	Variables	Indicators	Tools of analysis	Measurement scale
To explore the influence management on uniformed	<b>Independent variable</b> Management	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Organizing</li> <li>• Directing</li> </ul>	Means percentage	Nominal ordinal



officers performance.		<ul style="list-style-type: none"> <li>Controlling</li> </ul>		
To establish the influence of employee resourcing	<b>Independent variable</b> Employee resourcing process	<ul style="list-style-type: none"> <li>Resourcing planning</li> <li>Job description</li> <li>Advertisement</li> <li>Selection and appointment</li> </ul>	Means percentage	Nominal ordinal
To establish the influence of training on uniformed officers performance	<b>Independent variables</b> Training	<ul style="list-style-type: none"> <li>Induction</li> <li>On job training</li> <li>Career progression course</li> <li>Job rotation</li> <li>Succession training</li> </ul>	Means percentage	Nominal ordinal
To establish the influence of Working environments	<b>Independent variables</b> Working condition of environments	<ul style="list-style-type: none"> <li>Housing facilities</li> <li>Uniforms</li> <li>Work equipment</li> </ul>	Means percentage	Nominal ordinal
To establish the influence of compensation to uniformed officers	<b>Dependent variables</b> Rewarding managements	<ul style="list-style-type: none"> <li>Appreciation and recognition</li> <li>Promotion</li> <li>Benefits</li> </ul>	Means percentage	Nominal ordinal
All the four objectives stated above	<b>Dependent variables</b> Uniformed officers of Kenya prison service performance	<ul style="list-style-type: none"> <li>Work equality</li> <li>Customer satisfaction</li> <li>Timeless</li> <li>Low absenteeism</li> <li>Employee productivity</li> </ul>	Means percentage	Nominal ordinal

**Source: Author (2019)**

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

The purpose of the study was to find out the determinant of performance in service delivery of correctional service. A case study of Bungoma correctional service. The chapter is organized under variables based on determinants, to determine the effect of management, employee resourcing, training, working condition and compensation to the performance of uniform officers of the correctional service. The study targeted a total of 108 uniformed officers of the correctional service in Bungoma correctional service, out of 108 a total of 103 questionnaires were returned. This was 95% return rate which is very good according to Mugenda and Mugenda (1999) who says that a questionnaire return rate of 60% and 70% and above very good.

**Table 4.1 Questionnaire return rate.**

Bungoma correctional service	Rank of position held by officers	Questionnaire return by prison officers	Total Questionnaire distributed to officers
	Constables	43	44
	Corporals	17	19
	Sergeants	12	13
	Senior Sergeants	15	16
	Inspector	4	4
	Chief Inspector	6	6
	Superintendent	6	6
<b>Total</b>			<b>108</b>

**Source: Author (2019)**

The table 4.1 Shows that the majority of respondents hailed from prison Constables, Corporals and Senior Sergeants of the Correctional service.

## 4.2 Background Information

The study sought to establish the personal details of the respondents as shown below.

### 4.2.1 Age of the Respondents

The respondents were asked to indicate their age, the respondents obtained are summarized in the table 4.2.

**Table 4.2: Age of the Respondents**

Age of the respondents	No. of officers	Percentage %
Below 25	43	42
25-30	17	17
31-35	12	12
36-40	15	15
41-45	4	2
46-50	6	6
Above 50 years	6	6
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Author (2019)**

From the table 4:2, it was clear that majority of uniformed officers were respondents interviewed (43) or 42% fall below 25 years age bracket of 25-30 and then age 31-35 with 12 respondents equivalent to 12%/ 36-40 with 15 respondents equivalent to 15% , 41-45 with 4 respondents equivalent to 4% , 46-50 with 6 respondents equivalent to 6% and 50 years and above with 6 respondents equivalent to 6% were aged nearing for the retirement.

### 4.2.2 Marital Status of the Respondents

The study further sought to determine the marital status of the respondents, the finding were recorded as follows:

**Table 4.3 Marital Status of the Respondents**

<b>Marital status</b>	<b>Responses</b>	<b>Percentage %</b>
Single	23	22
Married	50	49
Separated	2	2
Divorced	2	2
Widowed	26	25
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Author (2019)**

The study findings above revealed that 22% were single, 49% married, 2% separated, 2% divorced and 25% were widowed. This indicates that majority of the officers in the correctional service in Bungoma correctional service are married. This is due to African beliefs when people are married to marry for the continuity .

#### **4.2.3 Academic Qualifications**

The study further sought to determine the academic qualifications of the respondents, the findings were as follows.

**Table 4.4 Academic Qualifications.**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage %</b>
Primary	20	19
Secondary	25	24
College	50	49
University	8	8
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Author (2019)**

The study findings above revealed that 19% attained primary education and who are yet to retire, 24% have attained secondary education, 49% have attained college and 8% have acquired university education. This shows that most officers in the correctional service in Bungoma have attained college education as their highest academic qualification a phenomenon that may contribute to job performance of uniformed officers in the correctional service which requires practical experience occurred during training in Prison staff Training College Ruiru.

### **4.3 Management and Prison Officer Performance**

Kaymaz D. (1978) defines the management as the art of getting things done through others and with formally organized groups. The term management style can therefore be defined as the leadership method a manager uses in administering an organization. It includes planning, organizing, staffing, directing and controlling, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. The study sought to establish the extent to which management function influence uniformed officers of the correctional service to enable elaborate investigation of research objective four key major indicators were identified. This include the ways in which planning, organizing and controlling influence uniformed officers performance. The finding were captured by the study questionnaires and presented in the table.

#### **4.3.1 The Extent to which Planning Influence Performance among Uniformed Officers of Correctional Service**

Njoroge J. (2003) defines managers as individuals who achieve goals through other people, who oversee the activities of others and who are responsible for attaining goals in these organizations. For any success planning is fundamental. This research study focuses on above indicators in order to establish the extent to which fringe benefit influence performance in the correctional service.

##### **4.3.1.1 Clarity of what To Do Work**

According to Ogunola, Kazejaiye and Chiedu (2013), the extent to which employees in organization contribute in utilizing the resources of the organization and perform on their jobs depends on how well the managers of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders of station. The study sought to establish whether the correctional service managers always give a clear picture of what to do,

when and how to do the work they assigned. The results are summarized and presented in the table 4.5

**Table 4.5 Clarity of what to Do Work**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	38	37
2=Agree	42	41
3=Neutral	15	15
4=Disagree	7	7
5=Strongly disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The study findings above revealed that 37% strongly agree 41% agree, 15% were neutral while 7% disagreed. The majority of the respondents 41% agreed that the correctional service managers always gave a clear picture of what to do, when and how to do the work they assigned to them. Overall 78% agreed while 7 % disagreed that the correctional service managers always give a clear picture of what to do, when and how to do the work they are assigned. The mean of the respondent 1.9 thus findings agree that correctional service manager/ organization always gave a clear picture of what to do when and how to do the work they assigned.

According to Armstrong (2009) performance planning involves agreement between the manager and the individual on what the letter needs to do to achieve objectives, raise standards and improve performance. He states that this may include a performance improvement plan which specifies the areas in which the individual needs to improve. This finding also relates to the study by Ogunola et al (2013) who notes that the manager organizes and defines the group of activity to achieve the organization's goals. Thus the manager should effectively define the role that each member is expected to assume, assign task, plan ahead and establish ways of getting things done and push for increase in production. The manager needs to also periodically review roles each

employee is to perform to accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the correctional service/organization.

#### **4.3.1.2 The Management Efficiency in Goal Setting and Promotion of Achievability of Correctional Service Core Functions**

Muhsan F.(2012) advocates that leaders will be more effective when they know and understand the appropriate usage of power. The study sought to establish whether the management style in the correctional service enable efficiency in a goal setting at all levels of the organization which in turn would promote achievability of core functions the results are summarized and presented in table 4.6.

**Table 4.6 The Management Efficiency in Goal Setting and Promotion of Achievability of Correctional Service Core Functions**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1.Strong agree	7	7
2.Agree	49	48
3.Neutral	38	37
4.Disagree	4	4
5.Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

From the above findings it was revealed that 7% strongly agreed, 48% were neutral, 37% were neutral, 4% disagreed, 4% strongly disagreed, majority of the respondents (48%) agreed that the management style in the correctional service enable efficiency in goal setting at all levels of the organization which in turn would promote achievability of the core functions. Overall 55% agreed while 8% disagreed that the management style in the correctional service enable efficiency in goal setting at all levels of the organization which in turn would achievability of the core function. The mean of the respondents was 2.5, thus findings agree that the management

style in the correctional service enabled efficiency in the goal setting at all levels of the organization which in turn would promote achievability of the core functions.

### 4.3.2 The Extent to which Organizing Influence Performance

According to Ogunola, Kalejaiye and Chiedu (2013) the efficiency in resource mobilization, allocation, utilization and achievement of organizational performance depends, to a large extent on leadership style among other factors. The extent to which organizing influence staff of correctional service performance can be assessed from key indications such as work assignment and delegation, efficiency in communication. This research study focuses on the above indicators in its quest to establish the extent in which organizing influence performance in the correctional service.

#### 4.3.2.1 Supervisor Delegation of Work to Team Members

Ogunola et al (2013) emphasizes that human being becomes members of an organization in order to achieve certain personal objective. The extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. The study sought to establish whether uniformed officers supervisors delegated work to team members. The results are summarized and presented in table 4.7

**Table 4.7 Supervisor Delegation of Work to Team Members**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	34	33
2=Agree	65	63
3=Neutral	4	4
4=Disagree	0	0
5=Strong disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicates that 33% strongly agreed, 63% agreed while only 4% were neutral. Majority of the respondents (63%) agreed that their delegated work to team members.



Overall 96% agreed while none disagreed that their supervisors delegated work to team members. The mean of the respondents was 1.7. Thus findings agree that uniformed officers supervisors delegated work to team members. This findings closely relate to studies by Kerzrier (2003) who indicated that successful organization do encourage practical to upper level managers to relinquishing some of their authority through delegation to the middle managers. The trend cascades downwards to the lowest cadre. In several situations, middle managers soon occupy the power positions, even more so than upper level managers. Kerzner (2013) insists that although most executives and managers don't seem convicted by this fact however ones they realize that it is a sound business practice they become very effective and successful.

#### **4.3.2.2 Communication in Correctional Service is Prompt and Efficient**

According to Obong'o (2009) some of the factors adversely affecting performance include: excessive regulations and controls, frequent political interference, poor management. The study sought to establish whether communication in the correctional service was prompt and efficient. The results are summarized and presented in table 4.8.

**Table 4.8 Communication in Correctional Service is Prompt and Efficient**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	21	20
2=Agree	39	38
3=Neutral	35	39
4=Disagree	7	7
5=Strongly disagree	1	1
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Majority of the respondents 38% agreed thus communication in the correctional service / organization was promote and efficient. Overall 58% agreed while 8% disagreed that communication in the correction service was prompt and efficient. The mean of the respondent

was 2.2, thus findings agree that communication in the correctional service/organization was prompt and efficient. According to Kerzner (2013) organization can be defined as a group of people who must coordinate their activities in order to meet organizational objectives. The coordination function requires strong communication and clear understanding of the relationship and interdependencies among people one of the evidences of an organization being well organized is prompt and efficient communication.

### **4.3.3 The Extent to which Directing Influence Performance**

Muhsan F.(2012) advocates that leaders will be more effective when they know and understand the appropriate use of power. The extent to which directing influences staff performance can be assessed from key indicators search as the leadership style and the speed of decision making process.

#### **4.3.3.1 Staff Contentment and Motivation by the Leadership Style in the Correctional Service**

Jaskyte (2012) that employee perception of leadership behavior is an important predictor of employee job satisfaction and commitment. The study sought to establish whether the employees of uniformed services were contented and motivated by the leadership style in the organization. The results on summarized and presented in table 4.9 below.

**Table 4.9 Staff Contentment and Motivation by the Leadership Style in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	11	11
2=Agree	38	37
3=Neutral	42	41
4=Disagree	7	7
5=Strong disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The majority of the respondent 37% agreed they were contented and motivated by the leadership style in the correctional service. Overall 48% agreed while 11% disagreed that they were contented and motivated by the leadership style in the correctional service. The mean of the respondents was 2.5, thus findings agree that uniformed officers were contented and motivated by leadership style in the correctional service. This findings correlate with the studies of Jaskyte (2012) who postulates that employee perception of leadership behavior is an important predictor of employee job satisfaction and commitment. Ogunola et al (2013) in their studies add that management style employed by a manager can either motivate or discourage employees which in turn can cause employees to increase or decrease in their level of performance.

#### **4.3.3.2 Decision Making in Correctional Service is Prompt and Efficient**

According to Obungo (2009) some of the factors adversely affecting performance include: excessive regulation and controls, frequent political interference, poor management, outfight management and bloated staff establishment. The study sought to establish whether decisions making in the correctional service / organization was prompt and efficient. The results are summarized and presented in table 4.10.

**Table 4.10 Decision Making in Correctional Service is Prompt and Efficient**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	8	8
2=Agree	35	34
3=Neutral	55	53
4=Disagree	5	5
5=Strong disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Overall 42% agreed while 5% disagreed that decision making in the correctional service was prompt and efficient. The mean of the respondents was 2.5 thus findings agree that decision making in the correctional service was prompt and efficient. This finding closely relates to studies by Kerzner (2013) who indicates in order to sense and predict quickly and in search rapid

decision making, lines of communication should be shortest possible between all levels of the organization.

#### **4.3.4 The Extent to which Controlling Influence Performance in the Correctional Service**

Ogunoa et al (2013) insists that strategic management process must be continually evaluated as a series of activities that can operate with varying degree of effectiveness. An evaluation of an organization's performance must begin with a creative of management approach that has been adopted. The extent to which controlling influence uniformed officers performance can be assessed from key indicators such as degree of monitoring and control and degree of supportive supervision. This research study focuses on the above indicators in its quest to establish the extent to which controlling influences performance in the correctional service.

##### **4.3.4.1 Management Monitoring and Controlling of the Core Functions and Associated Process in the Correctional Service**

In his recommendations Ogunolo et al (2013) notes that the management style of the manager is one which in the management organizes and defines the group activities to achieve the organization's goal. The study sought to establish whether all the core functions and associated process in the correctional service were well monitored and controlled efficiency by the existing management style. The results are summarized and presented in the table 4.11 below.

**Table 4.11 Management Monitoring and Controlling of the Core Functions and Associated Process in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	11	11
2=Agree	54	52
3=Neutral	31	30
4=Disagree	7	7
5=Strongly Disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicate that 11% Strongly agreed, 52% agreed, 30% neutral and 7% disagree. The majority of the respondents (52%) agreed that all the core functions and associated process in the organizations were well monitored and controlled efficiently in correctional service by the existing management style. Overall 63% agreed while 7% disagreed that all the core functions and associate process that all the core functions and service were well monitored and controlled efficiently by then existing management style. The mean of the respondents was 2.3, thus the findings agree all the core function associated process in the correctional service were well monitored and controlled efficiently by the existing management style. This finding correlate to the finding by Armstrong (2009) who indicates that one of the most important features of management is that it is continuous process which reflects normal good management practical of setting directions, monitoring and controlling of performance and taking action accordingly.

#### **4.3.4.2 Supportive Supervision by Supervisors**

Ogunola et al (2003) also advocates that managers can increase the effectiveness and honest performance of the employees they command by working collaboratively with them through paying attention to different point of views, attitude, behaviors, perspectives and actual cognitions they propose. The study sought to establish whether employees supervisors provided supportive supervision to uniformed officers while monitoring a harmonious working relationship. The results are summarized and presented in table 4.12

**Table 4.12 Supportive Supervision by Supervisors**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	31	30
2=Agree	49	48
3=Neutral	15	15
4=Disagree	4	4
5=Strong disagree	3	3
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The result of the study indicates that 30% strongly agreed, 48% agreed, 15% were neutral, 4% disagreed and 3% strongly disagreed. The majority of the respondents (48%) agreed that their supervisors provided supportive supervision to individual while maintaining a harmonious working relationship. Overall 78% agreed while maintaining a harmonious working relationship. The mean of the respondents was 2.0, thus findings agree that uniformed officers supervisors provided supportive supervision to individuals while maintaining a harmonious working relationship. This findings can be correlated to the studies by Ogunola et al (2013) who advocates that managers can increase the effectiveness and hence performance of the employees they command by working collaboratively with them through paying attention to different points of view, attitude, behaviors, perspectives, and actual cognitions they propose.

#### **4.4 Employee Resourcing as a Determinant Factor in the Performance of Uniformed Officer in the Correctional Service**

The study sought to assess extent to which employee resourcing influence the uniformed officers of the correctional service. Studies conducted by Kamoche and Kamoche (2012) shows that applicants to the extent they see it as a good match for them or what in the literature is known as “Person organization fit” the potential applicants make an initial assessment of the likely P-O fit through what they understand of employers culture according to Soliman and Spooner (2000), recruitment is a central to any management process and its failure can increase difficulties for any organization. To enable elaborate assessment of the research objectives four key indicators were identified. This include quality of recruitment planning process and authority of job description and specifications, the effectiveness of job advertisements and the effectiveness of selection and appointment process.

##### **4.4.1 The Quality of Recruitment Planning**

From their research Elegwa et al (2014) found out that there is a significant linear relationship between employee resourcing and employee performance. Armstrong (2009) also indicates that employee resourcing if not compromised then an organization is capable of procuring employees who are committed to their ideals of the organization. The quality of employee resourcing can be assessed from two key indicators search as how soon the organization recruit after the positions are declared vacant and whether the organization has a succession plan programme.

#### 4.4.1.1 How Soon a Correctional Service fill Vacant Positions

From their research Elegwa et al (2014) found out that there is a significant linear relationship between employee resourcing and employee performance. The study sought to establish whether the organization recruits immediately positions are a declared vacant. The results are summarized and presented in table 4.13

**Table 4.13 How Soon a Correctional Service fill Vacant Positions.**

Item	Frequency	Percentage %
1=Strongly agree	11	11
2=Agree	11	11
3=Neutral	20	19
4=Disagree	45	44
5=Strong disagree	15	15
Totals	103	100

**Source: Researcher (2019)**

The results of the study indicates that 11% strongly agreed, 11% neutral, 19% were neutral, 44% disagree while 15% strongly disagreed. The majority of the respondents (44%) disagreed that employee resourcing is done immediately positions are declared vacant. Overall 22% agreed while 59%, disagreed that employee resourcing is done immediately positions are declared vacant. The result is a clear indication that public sector organizations do not commence recruitment immediately positions are declared vacant. This not with standing it is advisable that public organizations puts in place urgent measures of ensuring that work does not stop when some positions full vacant. Employee resourcing is a critical component of succession planning in only organization and the success of this will entirely depend on the speed with which vacant positions in an organization are filled. According to Cannon and Mc Gee (2011), taking too long to fill vacant positions may negatively affect the performance of the organization.

#### 4.4.1.2 Succession Planning Programs in the Correctional Service

Developing the potential for business continuity through successor training is emerging not only as priority in the public sector but also a vital tool for dealing with those challenges and risks such as potential skills shortage, lack of an established talent pool, migration and employment equity, the aging work force and even during increasing retirement and among other challenges. GOV.N2.C4, (2016) .The study sought to establish whether the organization/correctional service frequently conducts succession planning programs to protect the organization from collapse in case key staff resigns. The results are summarized and presented in table 4.14 below

**Table 4.14 Succession Planning Programs in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	15	15
2=Agree	26	26
3=Neutral	22	22
4=Disagree	26	26
5=strongly disagree	11	11
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicates that 15% strongly agreed, 26% agreed, 22% neutral, 26% disagreed while 11% strongly disagreed. The overall 41% agreed, 37% disagreed that the correctional service frequently conduct succession planning programs. The mean of the respondents was 2.9, thus the finding agree that the organization frequently conduct succession planning programs. According to Armstrong (2009) management succession planning ensures that as far as possible, the organization has a manager, it requires to meet future business needs hence help to protect the organization from collapse in case key staff resigns.

#### 4.5 The Effectiveness of Job Advertisement in the Correctional Service

Nwabuzur and Anyamale (2012) observes that the recruitment is a scholarly body of work about how people can work effectively persuade to apply for a job under normal circumstances, an increase in the pool of applicant will improve on employee's opportunity in selecting exactly the



right people for job vacancies. The research study focuses on whether vacant position are elaborately advertised to all potential employees and whether the correctional service is committed to ensure there is fairness in job advert. The research focuses on the above indicators in order to establish the effectiveness of job advertisement in the correctional service.

#### 4.5.1 Vacant Positions are Elaborately Advertised to all Potential Employees

Gupt (2006) observes that selections can be conceptualized in either choosing the “fit” candidates or rejecting the candidates or combination of both. The study sought to establish whether vacant positions are advertised to all potential employees. The results are summarized in table 4.15 below.

**Table 4.15 Vacant Positions are Elaborately Advertised to all Potential Employees.**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly Agree	31	31
2=Agree	49	48
3=Neutral	8	7
4=Disagree	7	7
5=Strong disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher(2019)**

The result of the study indicate 31% strongly agreed, 48% agreed, 7% were neutral, 7% disagreed while 7% strong disagreed. The majority of the respondents (48%) agreed that vacant positions were elaborately advertised by the correctional service to all potential employees. Overall 78% agreed while 14% disagreed that vacant positions were elaborately advertised by correctional service to all potential employees. The mean of the respondents was 2.1 thus finding agree that vacant positions were elaborately advertised by correctional service to all potential employees. According to Nwbuzuzor and Anyomal (2002) under normal circumstances, on increase in the pool of applicants will improve on employee's opportunity in selecting exactly the right people for job vacancies.

#### 4.5.2 Fairness in Job Advertisement

From their research, Elegwa et al (2014) recommends that the employee resourcing process be objective as much as possible. Job specifications should be developed strictly adhered to during the employee resourcing. He study sought to establish the management was committed to ensure there is no unfair discrimination in all job adverts. The results are summarized and presented in table 4.16

**Table 4.16 Fairness in Job Advertisement.**

<b>Item</b>	<b>frequency</b>	<b>Percentage %</b>
1=Strongly agree	30	29
2=Agree	23	22
3=Neutral	42	41
4=Disagree	4	4
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

The study sought to establish whether the organization was committed to ensuring there is unfair discrimination in all job adverts. 29% strongly agreed, 22% agreed, 41% neutral, 4% disagreed and 4% strongly disagreed to ensure there was no unfair discrimination in all job adverts. Overall 51% agreed while 8% disagreed that the correctional service was committed to ensuring there was no unfair discrimination in all job adverts. The results support the recommendation in all job adverts. The result support the recommendation by Armstrong (2009) who indicates that if recruitment and selection process is not compromised, then the organization is capable of procuring employees who are committed to the ideals of the organization.

#### 4.6 The Effectiveness of Selection and Appointment in the Correctional Service

From their research Elegwa et al (2014) found out that there is a significant linear relationship between employee resourcing and employee performance. Armstrong (2009) also indicates that if employee resourcing is not compromised, then an organization is capable of resourcing employees who are committed to ideals of their organization. The effectiveness of selection and appointment during employee resourcing in an organization can be assessed from two key

indicators such as whether there is transparency in shortlisting of candidates, whether interviews in the correctional service are well organized.

#### 4.6.1 Transparency in Shortlisting of Job Candidates in the Correctional Service

From their research, Elegwa et al (2014) recommends that employee resourcing process be objective as much as possible. Job specification should be developed and strictly adhered to during the employee resourcing process. The study sought to establish whether there was transparency in the shortlisting of job candidates. The results are summarized and presented in table 4.17 below

**Table 4.17 Transparency in Shortlisting of Job Candidates in the Correctional Service.**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	20	19
2=Agree	23	22
3=Neutral	46	45
4=Disagree	7	7
5=Strong disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The result of the study indicates that 19% strong agree, 22% agreed, 45% were neutral, 7% disagreed while 7% strongly disagreed. The majority of the respondents 22% agreed that there was transparency in the shortlisting of job candidates in the correctional service. Overall 41% agreed while 14% disagreed that there was transparency in the shortlisting of job candidates in the correctional service. The mean of the respondents was 2.6, thus finding agree that there was transparency in the shortlisting of job candidates. This results supports the recommendation by Armstrong (2009) who indicates that if employee resourcing process is not compromised, then an organization is capable of procuring employees who are committed to the ideas of the organization.

#### **4.6.2 Interviews in Correctional Service are well Planned, Objective, Well Structured and Without Bias**

From their research, Elegwa et al (2014) recommends that employee resourcing process be objective as much as possible. Job specification should be developed and strictly adhered to during the employee resourcing process. There is also need to have interview panels that professional and not biased. The study sought to establish whether interview in the correctional service are well planned, objective, well-structured and without bias. The results are summarized and presented in table 4.18.

**Table 4.18 Interviews in Correctional Service are well Planned, Objective, Well Structured and Without Bias.**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	15	15
2=Agree	49	48
3=Neutral	34	33
4=Disagree	0	0
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicates that 15% strong agreed, 48% agree, 33% neutral while 4% strongly disagreed. The majority of the respondents 48% agreed that interviews in the correctional service were well planned, objective, well-structured and without bias. Overall 63% agreed while 4% disagreed that the interviews in the organization were well planned, objective, well-structured and without bias. The mean of the respondents was 2.3, thus the findings agree that the interviews in the correctional service were well planned, objective, well-structured and without bias.

According to Armstrong (2009) interviews are a standard part of the selection process and by far the most popular selection method, but they can also be unreliable if not well planned, unnecessarily required or if it contain bias.

#### **4.7 Training Uniformed Officers**

Since efficient manpower is considered as the most valuable resource of any organization, much of the investment is focused on manpower. “Education” is used to enable people to accomplish their tasks, in order to improve the quality of their skills, knowledge, attitude and behaviors that are important for the successful implementation of the work (Ghelich, 2007).

The study sought to establish the influence of training on employee performance. To enable elaborate investigation of the research objective five key indicators were identified. This include quality of the induction process for new staff, the quality of On-Job Training, the extent and Influence of Career Progression Training, the influence of rotation and the influence of succession training on uniformed officers performance.

##### **4.7.1 The Quality of Induction Process for Uniformed Officers**

Kupias and Peltola (2009) define induction as the process and support provided by the organization in order to help a new employee know the organization and its members as well as the expectations related to the job. A well conducted induction communicates to the employees that the company values and cares about them. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction (KT Local government employers, (2011). Foot and Hook (1999) present induction as an important aspect of the employee retention as it is the first process the new employee faces and the way induction is managed often reflects the values of the company.

The quality of the induction for new uniformed officers in a correctional service can be assessed from key indicators such as whether the staff is proud and contented with the correctional service the level of familiarity to their roles and performance standards. This research study focuses on the above indicators in its Quest to establish the quality of induction process in the correctional service.

#### 4.8.1.1 Contentment of Correctional Service Uniformed Officers.

According to D'Aurizio, 2007, by reducing insecurity and anxiety, induction programs are able to help employees settle in faster and feel more at home in the organization. These positive emotions may lead to improved levels of satisfaction amongst new employees which in turn could translate into more productive workers who feel part of the organization.

The study sought to establish whether correctional service employees were proud of correctional service remaining employed in correctional service. The results are summarized and presented in table 4.19 below.

**Table 4.19 Contentment of Correctional Service Uniformed Officers.**

<b>Item</b>	<b>frequency</b>	<b>Percentage %</b>
1=Strong agree	45	44
2=Agree	38	37
3=Neutral	15	15
4=Disagree	0	0
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher(2019)**

The study sought to establish whether uniformed officers were proud of the correctional service and contented remaining employed in the correctional service. The results of the study indicate that 44% strongly agreed, 37% agreed, 15% were neutral, while remaining 4% strongly disagreed. Majority of the respondents (44%) strongly agreed that they were proud of the correctional service and contented remaining employed in the correctional service. Overall 81% agreed while 4% disagreed that they were proud of the correctional service and contented remaining employed in the correctional service. The mean of the respondents was 1.8, thus findings agree that the uniformed officers were proud of the correctional service and contented remaining employed in the correctional service.

The findings echo D'Aurizio (2007) studies in which he indicated that by reducing insecurity and anxiety, induction programmes are able to help employees settle in faster and feel more at home in the organization. These positive emotions may lead to improved levels of satisfaction amongst new employees which in turn could translate into more productive workers who part of the organization Grobler, Warnich, Carrel, Elbert, and Hatfield (2002) however contends that induction does not lead to positive outcomes because they are often conducted within a short period of time. They further argued that the programs are generally rigid, generic and conducted for compliance purpose.

#### **4.8.1.2 Uniformed Officers Familiarity of Roles and Performance Standards**

According to KT Local government employers, 2011 a well-organized induction lowers the amount of errors and improves work quality as well as customer satisfaction.

The study sought to establish the extent to which uniformed officers were familiar with their roles and performance standards. The results are summarized and presented in table 4.20 below.

**Table 4.20 Uniformed Officers Familiarity of Roles and Performance Standards**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	54	52
2=Agree	45	44
3=Neutral	4	4
4=Disagree	0	0
5=Strongly disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Overall 96% agreed while no one disagreed that they were familiar with their roles and performance standards. The mean of the respondents was 1.5, thus findings strongly agree that the uniformed officers are familiar with their roles and performance standards.

The findings of this study echo Kupias and Peltola (2009) studies in which they indicated that the induction to constitute the process and support provided by the organization in order to help a new employee know the new organization and its members as well as the expectations related to job.

#### **4.8.2 The Quality of On-Job Training in the Correctional Service**

According to Jagero, Komba and Ndaskoi, 2012, every organization that is committed to generated profits for its owners (shareholders) and providing quality service for its customer must invest in on-job training for its employees. The quality of On-Job Training can be assessed from key indicators such as the level of acquisition of new skills by uniformed officers and the degree to which knowledge gaps has been reduced over time. This research study focuses on the above indicators in its quest to establish the quality of On-Job Training in the correctional service.

##### **4.8.2.1 Continued Acquisition of Skills, Experience and Relevant Knowledge**

The study sought to establish whether the uniformed officers felt they had continued to acquire more skills, experience and knowledge relevant to their work and training. The results are summarized and presented in table 4.21 below.

**Table 4.21 Continued Acquisition of Skills, Experience and Relevant Knowledge**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	58	56
2=Agree	34	33
3=Neutral	7	7
4=Disagree	0	0
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**



Majority of the respondents 56% strongly agreed that they felt they had continued to acquire more skills, experience and knowledge relevant to their work and training. Overall 89% agreed while 4% disagreed that they felt. The mean of the respondents was 1.6, thus findings strongly agree that the correctional service felt they had continued to acquire more skills, experience and knowledge relevant to their work and training.

This findings compare to studies by Thomas (2011) who pointed out that employee on-job-training involves teaching employees skills that can help them become more efficient and productive workers. He affirms that most careers include some type of on-job-training, and a trained work force has benefits for employees and employers.

#### **4.8.2.2 Updated Knowledge and Elimination of Knowledge Gaps in Uniformed Officers Line of Specialization**

The study sought to establish whether the uniformed officers felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialization. The results are summarized and presented in table 4.22 below.

**Table 4.22 Updated Knowledge and Elimination of Knowledge Gaps in Uniformed Officers Line of Specialization**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	34	33
2=Agree	45	44
3=Neutral	20	19
4=Disagree	0	0
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The majority of the respondents (44%) agreed that they felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialization. The mean of the respondents was 1.9, thus findings strongly agree while 4% disagreed that they felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialization. The finding echo studies by Armstrong (2000) who indicates that employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team.

### **4.8.3 The Extent and Influence of Career Progression Training in Correctional Service**

The upward movement of employee in organization's hierarchy exposes them to enhanced responsibility, rank and compensation package which translates to improved performance.

#### **4.8.3.1 Influence of Career Progression Courses on Uniformed Officers' Career, Education Plans and Decisions**

The study sought to establish whether career progression courses had enabled uniformed officers make better and appropriate career and education plans and decisions. The results are summarized and presented in table 4.23 below.

**Table 4.23 Influence of Career Progression Courses on Uniformed Officers' Career, Education Plans and Decisions.**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	31	30
2=Agree	54	52
3=Neutral	7	7
4=Disagree	7	7
5=Strongly Disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher(2019)**

Overall 82% agreed while 11% disagreed that career progression courses had enabled them to make better and appropriate career educational plans and decisions. The mean of the respondents was 2.0, thus findings agree that career progression courses had enabled uniformed officers to make better and appropriate career educational plans and decisions. This findings echo studies by Kreps and Walis (2013) who noted that career courses act as an incentive to employees and therefore there is a high tendency to pursue them compared to other in-service courses. He points out that continuous desire to pursue them could have unintended consequence of employee gaining new knowledge and skills which could further contribute to improved performance to an organization.

#### **4.8.3.2 Improvement of Communication with Workmates in the Correctional Service**

The study sought to establish whether career progression courses had enabled uniformed officers to communicate with my workmates better. The results are summarized and presented in table 4.24 below.

**Table 4.24 Improvement of Communication with Workmates in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage</b>
1=Strongly agree	34	33
2=Agree	42	41
3=Neutral	15	15
4=Disagree	11	11
5=Strongly disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

74% of the respondents agreed while 11% disagreed that career progression courses had enabled them to communicate with their workmates better. The mean of the respondents was 2.0, thus findings agree that career progression courses had enabled uniformed officers to communicate with their workmates better. The finding closely relate to studies by Ghelich (2007) who indicated that training is used to enable people to accomplish their tasks, in order to improve the

quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work.

#### **4.8.4 The Influence of Job Rotation on Uniformed Officers Performance**

The influence of job rotation be assessed from key indicators search as whether the uniformed officers have gained a wide range of exposure in different sections, whether the levels of monotony and boredom for uniformed officers in sections is low or whether uniformed officers feel that job rotations are sources of time wasting and low productivity. This research study focuses on the above indicators in its quest to establish the influence of job rotation in the correctional service.

##### **4.8.4.1 Uniformed Officers Exposure in Different Sections**

The study sought to establish whether the uniformed officers had gained a wide range of exposure in different sections within their career. The results are summarized and presented in table 4.25 below.

**Table 4.25 Uniformed Officers Exposure in Different Sections**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	38	37
2=Agree	46	45
3=Neutral	11	11
4=Disagree	0	0
5=Strongly disagree	7	7
Totals	103	100

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**Source: Researcher(2019)**

Overall 82% agreed while 7% disagreed that they had gained a wide range of exposure in different sections within their career. The mean of the respondents was 1.9, thus findings

strongly agree that uniformed officers had gained a wide range of exposure in different sections within their career. This findings echo studies by Beatty, Schenier, and McEvoy (1987) who indicate that job rotation is an excellent way for the organizations to develop employees, managers and executives.

#### **4.8.4.2 Job Rotations Interruptions, Waste of Time and Low Productivity Side Effect**

The study sought to establish whether job rotations had caused interruptions, waste of time and low productivity in the work output of staffs. The results are summarized and presented in table 4.26 below.

**Table 4.26 Job Rotations Interruptions, Waste of Time and Low Productivity Side Effect**

<b>Item</b>	<b>frequency</b>	<b>Percentage %</b>
1=Strongly agree	15	15
2=Agree	11	11
3=Neutral	38	37
4=Disagree	20	19
5=Strongly disagree	19	18
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Overall 26% agreed while 37% disagreed that job rotations had caused them interruptions, waste of time and low productivity in their work output. The findings correlated with Cheraskin and Campion (2010) studies in which they noted that despite the benefits of job rotation to people's careers the study also identified costs associated to job rotation.

#### **4.8.5 The Influence of Succession Training on Uniformed Officers Performance**

A study by Gov.NL.CA 2016 indicated that succession training and planning are crucial activities for any organization that aspires to withstand the test of time. Employers are the most important asset for any organizations thus the need to retain them. However it is inevitable to

stop an employee from existing the organization hence the need to fill a suitable successor that will fill the vacancy when it opens up. This research study focuses on the above indicators in its quest to establish the influence of succession training in the correctional service.

#### 4.8.5.1 Succession Training Outcomes in the Correctional Service

The study sought to establish whether succession training in the correctional service had greatly reduced the likelihood of the organization collapsing as a result of resignations by key members of uniformed officers. The results are summarized and presented in table 4.27 below.

**Table 4.27 Succession Training Outcomes in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	27	26
2=Agree	31	30
3=Neutral	23	22
4-Disagree	15	15
5=Strongly disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicates that 26% strongly agreed, 30% agreed, 22% were neutral, 15% disagreed while 7% strongly disagreed. Majority of the respondents 30% agreed that succession training in the correctional service had greatly reduced the likelihood of the correctional service collapsing as a result of resignations by key members of staff. The mean of the respondents was 2.7, thus finding agree that succession training in the correctional service had greatly reduced the likelihood of the correctional service collapsing as a result of resignations by key members of staff.

This findings echo the studies by Armstrong (2009) who indicates that in the modern world's rapidly changing scenario where employee keep changing from one place to another, the most that can be done is to use talent management and succession management development process to ensure that there are plenty of talented in “talent pools” to fill vacancies as they arise, bearing in mind that the most talented or ambitious individuals may not want to wait very long

#### **4.8.5.2 Uniformed Officers Confidence to Act in the Position of their Immediate Boss Without Difficulty**

The study sought to establish uniformed officers had the confidence to act in the position of their immediate boss without any difficulties. The results are summarized and presented in table 4.28 below;

**Table 4.28 Uniformed Officers Confidence to Act in the Position of their Immediate Boss without Difficulty**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	31	30
2=Agree	45	44
3=Neutral	15	15
4=Disagree	7	7
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Overall 74% agreed while 11% disagreed that they had the confidence to act in the position of their immediate boss without any difficulty. The mean of the respondents was 2.1, thus findings agree that employees had the confidence to act in the position of their immediate boss without any difficulty.

These results closely relate to studies by Landau (2010) in which he indicates that external succession is especially disruptive to an organization and forms a major risk. Research has also shown that about two-thirds of new executives hired from the outside fail. 40% do so within the

first 18 months. A survey by Booz Allen of 2,500 companies revealed that home – groomed successors tend to fare better than externally recruit managers. (Landau, 2010). In yet another example Landau cites a study in 2010b by Boston Consulting Group and the World Federation of People Management Association among 5,500 leaders in 109 countries that showed that successful companies recruit 60% of their top management from internal talent pools in comparison with only 13% internal recruitments in less successful enterprises. It is therefore a good practice for an organization to groom its employees to have confidence and expertise of serving in the capacity of the immediate bosses without any difficulty.

#### **4.8.6 Working Environment**

Working environment has an implication on the performance of the uniformed officers of Kenya Prison. It was necessary to ascertain how the correctional service managers respondents' view uniformed officers working environment.

##### **4.8.6.1 Working Officers’ Housing Facilities in the Correctional Service**

The correctional service has various types of houses which include; houses made of either stones, bricks or other permanent building materials houses build using mud then plastered to make it strong. It can be either single room, double room or one-bedroomed. The study sought to establish whether housing facilities for uniformed officers of the correctional service are in good condition for them. The results are summarized and presented in table 4.29

**Table 4.29 Working Officers’ Housing Facilities in the Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	15	15
2=Agree	38	37
3=Neutral	31	30
4=Disagree	11	11
5=Strong disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>



**Source: Researcher (2019)**

Majority of the respondents 37% agreed that they were satisfied with the condition of house in the correctional service because of the additional benefits i.e. not paying electricity and water. Overall 52% agreed while 18% disagreed that houses were in good condition because of additional benefits i.e. not paying electricity, water and rent given to uniformed officers. The mean of the respondents was 2.5 thus agreed that uniformed officers live in conducive houses since the government has introduced houses allowances and officers are now enjoying high standards of living with their families. This findings support studies by Sarvadi (2016) who believes that any organization's working condition should focus on these major areas: benefits to provide a health working environment.

**4.8.6.2 Uniformed Officers' Uniforms and Work Equipment**

The study sought to establish whether uniformed officers uniforms and equipment are enough and good to work for while on the job service in the correctional service. The results are summarized and presented in table 4.30

**Table 4.30 Uniformed Officers' Uniforms and Work Experience**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	45	44
2=Agree	38	37
3=Neutral	15	15
4=Disagree	0	0
5=Strongly disagree	4	4
<b>Total</b>	<b>103</b>	<b>100</b>

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**Source: Researcher (2019)**

The results of the study indicates that majority of the respondents 44% strongly agreed that they were proud of the correctional service supplying them with enough uniforms and equipment that enable them perform their duties well. The overall 81% agreed while 4% disagreed they were proud of the uniform and equipment in the correctional service. The mean of the respondents was 1.8, thus the findings agree that the uniformed officers were proud of the correctional service supplying them with quality uniforms and equipment hence contented remaining employed in the correctional service.

#### **4.8.7 Reward Management on Uniformed Officers Performance**

According to Puwanenthiren 2011, a key focus of the recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. The study sought to establish the extent to which Reward management influence uniformed officers in correctional service. To enable elaborate investigation of the research objective four key indicators were identified. This include the ways in which competition, promotion, benefits, appreciation and recognition influence uniformed officers.

##### **4.8.7.1 The Extent to which Compensation Influence Performance**

Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. The extent to which compensation influence staff performance can be assessed from key indicators such as the employees opinions about their pay rate in relation to other companies. This research study focuses on the above indicators in its quest to establish the extent to which compensation influence performance in correctional service.

#### 4.8.7.2 Whether Uniformed Officers feel their Salary is Commensurate to their Skills and Levels of Experience

Arkerlof and Kranton (2010) indicates that money is the fundamental inducement; no other incentive or motivation technique comes even close to it with respect to its influential value. The study sought to establish the extent to which uniformed officers felt their salaries were commensurate to their skills and level of experience. The results are summarized and presented in table 4.31 below.

**Table 4.31 Whether Uniformed Officers feel their Salary is Commensurate to their Skills and Levels of Experience**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	7	7
2=Agree	27	26
3=Neutral	27	26
4=Disagree	20	19
5=Strongly disagree	23	22
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

The results of the study indicates that 7% strongly agreed, 26% agreed, 26% were neutral, 19% disagreed while 22% strongly disagreed. Overall 33% agreed while 41% disagreed that their salaries were commensurate to their skills and levels of experience.

Remuneration is usually the primary source of employee income in an organization. This implies that employees in an organization can be motivated to work hard if the kind of remuneration they earn is reasonable. In most cases, employees will bench mark by comparing with other organizations in terms of what they might be compensating their employees for similar skills. Studies conducted by Kessler (2000) to investigate factors leading to high labor turnover in

factories in UK revealed that one of the single most reasons why employee organizations experience high labor turnover is poor remuneration.

#### 4.8.7.3 Compensation Related Satisfaction among the Correctional Service Staff

Arkerlof and Kranton (2010) indicates that most business use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. The study sought to establish the extent to which uniformed officers were satisfied and felt they were being paid a fair amount for the work they did. The results are summarized and presented in table 4.32 below.

**Table 4.32. Compensation Related Satisfaction among the Correctional Service Staff**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	11	11
2=Agree	20	19
3=Neutral	38	37
4=Disagree	15	15
5=Strongly disagree	19	18
<b>Totals</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

30% of the respondents agreed while 33% disagreed that they were satisfied and that they were being paid a fair amount for the work they do. The findings thus disagree that uniformed officers were satisfied and that they felt they were being paid a fair amount for the work they did. Remuneration is usually the primary source of employee income in an organization. This implies that uniformed officers in the correctional service can be motivated to work hard if the kind of remuneration they earn is reasonable in terms of what they might be compensating their employees for similar skills. Studies conducted by Kessler (2010) to investigate factors leading to high labor turnover in factories in UK revealed that one of the single most reasons why employee organizations experience high labor turnover is poor remuneration. Other related studies include

Akerlof and Kranton (2010) study which indicated that many organizations would be successful in their goals and purposes if they understand the identity economics.

#### **4.8.8 The Extent to which Appreciation and Recognition Influence Performance**

Puwanenthiren 2012, indicates that most organization are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishment this balance is one of the main reasons to reward employees. The extent to which appreciation and recognition influence uniformed officers performance can be assessed from key indicators such as: appreciates and recognizes their unique performance, employee's propensity to increase their work effort attracted by the rewards. This research study focuses on the above indicators in its quest to establish the extent to which appreciation and recognition influence performance in the correctional service.

##### **4.8.8.1 Career Achievement as a result of Correctional Service Rewards System**

The study sought to establish whether uniformed officers felt achieved in their career because the correctional service reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. The results are summarized and presented in table 4.33 below.

**Table 4.33 Career Achievement as a result of Correctional Service Rewards System**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strong agree	7	7
2=Agree	38	37
3=Neutral	31	30
4=Disagree	20	19
5=Strong disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Generally, 44% agreed while 26% disagreed that they felt achieved in their career because the correctional service reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. The mean of the respondents was 2.8, thus findings agree that uniformed officers felt achieved in their career because the organizations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. This findings is closely related to studies by Puwanenthiren (2011) who indicated that key focus of employee recognition is to make the employee feel appreciated and valued. He also points out that research has proven that employees who get recognized tend to have higher self- esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

#### **4.8.8.2 Uniformed Officers Appreciation for Good Performance at Work**

According to Yokoyama 2010, immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. The study sought to establish whether uniformed officers felt appreciated for good performance in their work place. The results are summarized and presented in table 4.34.

**Table 4.34 Uniformed Officers Appreciation for Good Performance at Work**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agreed	15	15
2=Agree	34	33
3=Neutral	34	33
4=Disagree	11	11
5=Strongly disagree	8	8
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

48% of respondents agreed while 19% disagreed that they felt appreciated for good performance in their work. The mean of the respondents was 2.6, thus findings agree that uniformed officers

felt appreciated for good performance in their work. This finding is closely related to studies by Schoeffler (2005) who indicated that immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. He also points out that key focus of employee recognition is to make the employee feel appreciated and valued.

#### **4.8.9 The Extent to Which Promotion Influence Performance**

Schoeffler 2005 indicates that an effective reward program may have three components: immediate, short-term and long-term. This means immediate recognition of good performance, short-term reward for performance could be offered monthly or quarterly and long-term rewards are given for showing loyalty over the years. The extent to which promotion influence staff performance can be assessed from key indicators such as the employees quest and patience to stay longer in the organization attracted by periodic basic salary increments, degree of employee value for service delivery in return for promotion. This research study focuses on the above indicators in its quest to establish the extent to which promotion influence performance in the correctional service.

##### **4.8.3.1 Uniformed Officers Willingness to Work Longer for Correctional Service due to Periodic Rise in Basic Pay**

The study sought to establish whether employees looked forward to working for the organization longer because the longer they stayed the higher their basic pay. The results are summarized and presented in table 4.35

**Table 4.35 Uniformed Officers Willingness to Work Longer for Correctional Service due to Periodic Rise in Basic Pay**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	7	7
2=Agree	20	19
3=Neutral	34	33
4=Disagree	31	30
5=Strongly disagree	11	11
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher(2019)**

Generally, 26% agreed while 41% disagreed that they looked forward to working for the correctional service longer because the longer they stayed the higher the basic pay. The findings thus disagree that the uniformed officers looked forward to working for the correctional service the longer they stayed the higher their basic pay. This findings contradict the studies Yokoyama 2010 who indicated that long-term rewards are awarded to employees who have been performing well. Such an employee will became loyal to his or her organization and it reduces employee turnover. Long-term rewards include being made partner or cash benefits that mature after many years of service or at retirement. These rewards are strategic for retaining the best human resources. The contradiction in the findings for this study and Yokoyama's studies could be liked to the notation within employees that it may be better to move to another organization which pays higher than to wait for a very long time for your salary to grow.

#### **4.8.3.2 Uniformed Officers Association of Promotion with Quality of Service Offered**

Njanja,Maina,Kibet and Kageni 2013 indicates that a good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organization goals and objectives. The study



sought to establish whether uniformed officers believed that promotion depended on the quality of services delivered. The results are summarized and presented in table 4.36.

**Table 4.36 Uniformed Officers Association of Promotion with Quality of Service Offered**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	15	15
2=Agree	31	30
3=Neutral	15	15
4=Disagree	23	22
5=Strongly disagree	19	18
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

45% of repondents agreed while 40% disagreed. The mean of the respondents was 2.8 thus findings agree that uniformed officers believed that promotion depended on the quality of services delivered. These findings relate to studies by Njanja et al 2013 who believe that employees should be aware of the relationship between how they perform and the rewards they get.

#### **4.8.3.3 Uniformed Officers Motivation By Fringe Benefits in the Correctional Service**

The study sought to establish whether uniformed officers were motivated to work for the correctional service because of the additional benefits. The results are summarized and presented in table 4.37 below

**Table 4.37 Uniformed Officers Motivation By Fringe Benefits (Pension, Medical Scheme, House Allowance, Loan Security and Commuter Allowance) in the Correctional Service.**

Item	Frequency	Percentage %
1=Strongly agree	15	15
2=Agree	38	37
3=Neutral	31	30
4=Disagree	11	11
5=Strongly disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

52% of respondents agreed while 18% disagreed that they were motivated to work for the correctional service because of the additional benefits. The mean of the respondents was 2.5, thus findings agree that uniformed officers were motivated to work for the correctional service because of the additional benefits given to uniformed officers.

This findings support studies by Sarvadi (2010) who believes that every organization's reward system should focus on these major areas; Compensation (salaries,perdiens,bonus,commuter allowance e.t.c) benefits, recognition and appreciation. These rewards are very strategic for retaining the best human resources. The contradiction in the findings for this study and Yokoyama's studies could be liked to the notion within employees that it may be better to move to another organization which pays higher than to wait for a very long time to be promoted and earn a better salary.

#### **4.8.3.4 The Extent to which Fringe Benefits Influence Performance**

According to Sarvadi 2011 benefits such as loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the type of benefit that their organization offers. The extent to which fringe benefits influence staff performance can be assessed from key indicators such as the employee's perception of the fairness and equitability of the existing fringe benefits, employee attraction due to available fringe benefits and assurance that hard work will lead to a bigger fringe benefit reward.This

research study focuses on the above indicators in its quest to establish the extent to which fringe benefits influence performance in the correctional service.

The study sought to establish whether the uniformed officers felt that the benefit package was fair and equitable. The results are summarized and presented in table 4.38 below.

**Table 4.38 The Extent to which Fringe Benefits Influence Performance**

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
1=Strongly agree	7	7
2=Agree	31	30
3=Neutral	42	41
4=Disagree	15	15
5=Strongly disagree	7	7
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher(2019)**

37% of respondents agreed while 22% disagreed that they felt that the uniformed officers benefit package was fair and equitable. The findings correlate with the studies of Puwanenthiren 2011 who believes that organizations have to establish an equitable balance between the employees. He asserts that establishing this balance is one of the main reasons to reward employees. He concludes that research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

#### **4.9 The Quality of Service Delivery in the Correctional Services**

The study sought to establish whether the service delivery in the prison department was very good. The results are summarized and presented in table 4.39 below.

**Table 4.39 Quality of Service Delivery in Correctional Services**

<b>Item</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1= Strongly Agree	23	22
2 = Agree	58	56
3 = Neutral	23	22
4 = Disagree	0	0
5 = Strongly Disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

Generally, 78% agreed while no one disagreed that the service delivery in the prison departments was very good. The mean of the respondents was 2.0, thus findings agree that the service delivery in the prison departments was very good. This finding are supported by studies conducted by Costa (2012) who indicate that the level of prison department’s profitability depends on how much their uniformed officers are able to achieve their specified targets. Gillespie and Mann (2012) argue that prison departments cannot survive in turbulent competitive environment if their uniformed officers are not able to achieve their specified targets.

#### **4.9.1 The Nature of Customer Satisfaction**

Respondent’s opinions on whether there is a high rate of customer satisfaction in the prison department. The results of the study indicate that 4% strongly agreed, 56% agreed, 37% were neutral while 3% disagreed. Majority of the respondents (56%) agreed that there was a high rate of customer satisfaction in the prison department. Generally, 60% agreed while 3% disagreed that there was a high rate of customer satisfaction in the prison department as shown in table 4.40 below;

**Table 4.40 Nature of Customer Satisfaction**

<b>Item</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1= Strongly Agree	4	4
2 = Agree	58	56
3 = Neutral	38	37
4 = Disagree	3	3
5 = Strongly Disagree	0	0

**Total**

**103**

**100**

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**Source: Researcher (2019)**

The mean of the respondents was 2.3, thus findings agree that there was a high rate of customer satisfaction in the prison department. This findings echo studies by Kerzner (2013) who indicates that most prison departments view quality more as a process than a product whereby, quality is a continuously improving process where lessons learned are used to enhance future products and services in order to retain existing customers, win back lost customers, win new customers. Thus the main objective in quality is customer satisfaction.

**4.9.2 Uniformed Officers Lateness for Work**

The study sought to establish whether uniformed officers in the prison departments generally arrived for work on time. The results are summarized and presented in table

Respondent's opinions on whether on whether most employees in the prison departments arrive work on time was presented in table 4.41 below.

**Table 4.41 Uniformed Officers Lateness for Work**

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<b>Item</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1= Strongly Agree	11	11
2 = Agree	59	57
3 = Neutral	23	22
4 = Disagree	10	10
5 = Strongly Disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

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**Source: Researcher (2019)**

The results of the study indicate that 11% strongly agreed, 57% agreed, 22% were neutral while 10% disagreed. Majority of the respondents (57%) agreed uniformed officers in the prison department generally arrived for work on time. Overall 69% agreed while 10% disagreed that prison department generally arrived for work on time. The mean of the respondents was 2.83, thus findings agree that uniformed officers in the prison departments generally arrived for work on time. The results of this study closely relate to studies conducted by Torlak and Koc (2011) who indicate that prison departments can achieve their objectives if only they set their priorities right and meet the expected threshold on time.

### 4.9.3 The Rate of Absenteeism in correctional Service

Campbell (2010) explains that performance is not the consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that uniformed officers actually engage in which can be observed. The study sought to establish whether the rate of absenteeism in the correctional service was low. The results are summarized and presented in table 4.42below.

**Table 4.42 Rate of Absenteeism in Correctional Service**

<b>Item</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1= Strongly Agree	11	11
2 = Agree	72	70
3 = Neutral	15	15
4 = Disagree	4	4
5 = Strongly Disagree	0	0
<b>Total</b>	<b>103</b>	<b>100</b>

**Source: Researcher (2019)**

81% of respondents agreed while 4% disagreed that the rate of absenteeism in the prison department was low. The mean of the respondents was 2.1, thus findings agree that the rate of 125 absenteeism in the prison department was low. The results of this study corroborate studies conducted by Green and Heywood (2016) who sought to establish factors leading to organizations' failure to achieve their corporate objectives. The study revealed that high rate of uniformed officers absenteeism was a major contributing factor. Locke and Lathem (2005) indicate that prison departments should develop appropriate policies to curb high rates of uniformed officer's absenteeism since this will be a major obstacle towards success. Green and Heywood (2016) also indicate that prison departments with low rate of absenteeism by their uniformed officers usually achieve their objective.

## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS AND CONCLUSION

#### 5.1 Introduction

This chapter presents, summary of study findings, conclusion, recommendation as well as suggestion for further study. It also shows the extent to which objectives were addressed and research questions answered. The summary is done in line with the research questions and on objective of based on the output of descriptive statistical analysis.

#### 5.2 Summary

The purpose of the study was to determine the performance in service delivery of uniformed officers of the correctional service in Bungoma. The study was guided by the objectives:

##### 5.2.1 The Extent to which Managements Influence Job Performance in Correctional Service

The study reveals that public sector should establish the bottle necks in decision making and eliminating them to facilitate a more rapid decision making.

The term management style can be defined as the leadership method a manager uses in administering an organization. It includes planning, organizing, staffing, directing and controlling, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. The study sought to establish the extent to which management function influence uniformed officers of the correctional service to enable elaborate investigation of research objective four key major indicators were identified. This includes the ways in which planning, organizing and controlling influence uniformed officers' performance. Good managements enhance job performance

##### 5.2.2 The Extent to which Employee Resourcing Influence Job Performance in the Correctional Service

The study sought to assess extent to which employee resourcing influence the uniformed officers of the correctional service. Studies conducted by Kamoche and Kamoche (2012) shows that applicants to the extent they see it as a good match for them or what in the literature is known as

“Person organization fit” the potential applicants make an initial assessment of the likely P-O fit through what they understand of employers culture according to Soliman and Spooner (2000), recruitment is a central to any management process and its failure can increase difficulties for any organization. To enable elaborate assessment of the research objectives four key indicators were identified. This include quality of recruitment planning process and authority of job description and specifications , the effectiveness of job advertisements and the effectiveness of selection and appointment process. A good employee resourcing enhance job performance.

### **5.2.3 The Extent to which Training Influence Job Performance in the Correctional Service**

The study revealed that knowledge and skills for uniformed officers have a profound effect on provision of right job competencies that have a far-reaching impact on job performance. Training and development programs help the officers to adapt the technological advancement and provide right skill and competencies in performing their work. Thus, knowledge and skills in the correctional service enhance job performance.

### **5.2.4 The Extent to Which Working Conditions Influence Job Performance in the Correctional Service**

The study established that that uniforms, houses, and working equipment is the major environmental working condition that positively contributes towards job performance in the correctional Service. Unpredictable job because of stress and poor performance of employees cause stress and burnout. Employees feel satisfied and like to work where there is good working environment and where their leaders recognize them and include them in every decision making.

### **5.2.5 The Extent to Which Compensation Influence Job Performance in the Correctional Service**

The study established that compensation aids in meeting officers’ social welfare thereby boosting job performance in the correctional service in the area of study. Social welfare provision including their medical cover, retirement benefits and paid for vacation among other benefits acts as motivating factor that contributes to more input of uniformed officers in their work and leads to meeting their organizational goals and good job performance.



### **5.3 Recommendation**

Since it has been studied conclusively that there is predictive correlation between management, employee resourcing, training, working environment, compensation and job performance it is recommended that correctional service should work on this subject to periodic review and benchmarking with other institutions for it to remain relevant and the aspiration of the stakeholders. Within the needs analysis facet, it is recommended that the curricula are enriched to cover best practices with the purpose of managing known vices and malpractices. Including settling family matters or furthering their studies without being compelled to resign and leave the correctional service.

### **5.4 Conclusion**

The study concludes that management most staff are impressed with the planning and organizing functions of managements in the correctional service. Majority of the staff acknowledge that managers should always give a clear picture of what to do, when and how to do their work hence good managements enhance job performance. A good employee resourcing if not compromised then an organization is capable of procuring employees who are committed to the ideals of the organization. The study also concludes that the transformative training and development of all uniformed officers should be improved this is done by training assessment that should be carried out to determine the level of performance and should be carried out for the organization, departmental level and for individuals. The training need assessment should be able to identify the gaps which require training interventions. It also concludes that assessment needs to identify the training needs necessary to meet the strategic goals of the organization. It should also identify the deficiency of the skills, knowledge and competencies necessary for an individual to perform work and its outcome should be shared the stakeholders and should be programmed after the assessment have been carried out. The study also concludes that the working conditions of the uniformed officers should be improved. The offices where they work should have enough space for them to work with satisfaction and meet their client needs. The environment where they also should be conducive to accommodate their families and live well together. This will help them reduce stress after the hard-work they carry out in daily basis.

### **5.5 Suggestion for Further Studies**

This study investigated into the effects of management, employee resourcing, training, working environment and compensation on the correctional service performance .To this end therefore a further study should be carried out to assess the other factors that may affect the correctional service performance in Kenya as well as how the uniformed officers could be motivated to improve their level of education while discharging their primary and secondary duties in the service. Moreover, a study should be carried out to investigate the challenges facing uniformed officers in discharging their duties in Kenya.

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# APPENDIX A: LETTER OF INTRODUCTION

## LETTER OF INTRODUCTION



**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
*School of Open & Distance Learning*

Contacts: +254 (0) 20 491 6408  
              +254 (0) 20 491 6803  
              +254 (0) 721 246 929

P.O BOX 2461 – 40200  
KISII – KENYA  
Website: [www.uonbi.ac.ke](http://www.uonbi.ac.ke)

Your Ref:

**Our Ref:** UoN/ODEL/Ksi/1/4

May 3, 2019

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: AUTHORITY TO CONDUCT RESEARCH, SIMWENYI CHARLES WEPUKHULU REGISTRATION NUMBER L50/9705/2018**

This is to inform you that the above named is a masters student at the University of Nairobi, School of Open and Distance Learning. The student upon successful completion of his Research Proposal has been granted permission to proceed to the field and collect data that will enable him to compile a report and present findings to the University.

The purpose of this letter therefore is to kindly request your office to accord him necessary support that he may seek from your office to enable him to undertake his research assignment. His Research topic is titled **Determinants of Performance in Service Delivery of Uniformed Officers in Kenya Prisons: A case of Bungoma Main Prison.**

Thank you in advance.


**Dr. Moses M. Obeno**  
Coordinator,  
South Rift Region

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## **APPENDIX B: QUESTIONNAIRE**

### **QUESTIONNAIRE**

#### **Determinants of performance in service delivery of Uniformed Officers of correctional service**

Thank you for your interest in participating in this survey.

The purpose of this study is to assess determinants of performance in service delivery of uniformed officers correctional service, this questionnaire is part of a Master of Arts in Project Planning and Management at the University of Nairobi, and is completely anonymous. Your answers will be treated with confidentiality. Please indicate the correct option as honestly and as strictly as possible by putting a tick (✓) on one of the options. For the question that require opinion, please complete the blanks.

#### **Questionnaire**

1. Please tick appropriately SECTION A: Personal Details
2. What is your gender: Male ( ) Female ( )
3. What is your age category : 30yr & below ( ) 31-40 yrs ( ) 41-50yrs ( ) 51-60 yrs ( )
4. 61 yrs& Above ( )
5. Cadre: Top Management ( ) Senior Management ( )
6. Middle Management ( ) Lower cadre ( )
7. Please state how long you have worked in Public Service?
8. Less than 5 years ( ) 6-10 years ( ) 11-15 years ( ) 16-20 years ( ) 21 years & above ( )
9. Highest professional qualification
10. Certificate ( ) Diploma ( ) Bachelors ( ) Masters ( ) PhD ( )
11. Please indicate your department .....
12. Please indicate the work you do. (i.e. profession eg engineer, accountant, procurement etc) .....

**SECTION B: The Extent to which Management Influence Correctional Officers Performance**

Basing on your experiences in the correctional service please rank the following factors by ticking one of the following options

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Indicator</b>	1	2	3	4	5
Our managers always give us a clear picture of what to do, when and how to do our work					
The management approach in the correctional service promotes a lot of interaction amongst staff, teams and management leading to better achievement of the organization's functions.					
I am contented and motivated by the leadership style in the correctional service					
My supervisor provide supportive supervision to individuals while maintaining a harmonious working relationship					
Our organization managers provide timely feedback that is correctional in nature on matters affecting my performance					
My supervisor is committed to monitoring my work and correcting where need be					

**SECTION C: The Extent to which Employee Resourcing Process Influence Uniformed Officers Performance**

Basing on your employee resourcing and selection experiences in correctional service, please rank the following factors by ticking one of the following options;

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Extent</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The correctional service clearly defines job description and candidate specifications during recruitment process					
The correctional service fills vacant positions from internal and external sources					
Vacant positions are elaborately advertised to all potential employees					
There is transparency in the short listing of job candidates					
Only candidates with the relevant skills are considered during the selection process					
It is true that the organization uses effective selection instruments (interviews, testing etc.) when hiring staff					

**SECTION D: The Extent to which Training Influence Correctional Service Performance**

Basing on your on your training and development experiences in the correctional service please rank the following factors by ticking one of the following options

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I am well informed of the correctional service culture, rules, policies and leadership structure					
Since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work.					
Career progression courses have enabled me to make better and appropriate career and educational plans and decisions.					
Career progression courses have enabled me to communicate with my workmates better					

**SECTION E: The Extent to which Working Environment Influence Correctional Service Performance**

Basing on working environment in the correctional service, please rank the following factors by ticking one of the following options

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I am satisfied that working officers' housing facilities in the correctional service is good.					
I feel comfortable and being proud of Uniforms and working equipment are of high quality in the correctional service					

**SECTION F: The extent to which compensation influence correctional service Performance**

Basing on your reward experiences in the correctional service, please rank the following factors by ticking one of the following options

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My salary is commensurate to my skills and level of experience					
I am satisfied and feel I am being paid a fair amount for the work I do					
I feel achieved in my career because correctional service reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions.					
My promotion depends on the quality of service I deliver.					
Correctional service promotes staff who excel more before maturity of usual promotion period					
I am motivated to work for the correctional service because of the additional benefits ( pension, medical scheme, house allowance, loan security, commuter allowance ) it gives to its employees					

**SECTION G: Employee Performance in the correctional service performance**

Basing on your experiences in the correctional service, please rank the following factors by ticking one of the following options

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

<b>Indicator</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Work performed by uniformed officers in the correctional service is of high quality					
The service delivery in the correctional service is very good					
There is a high rate of customer satisfaction in the correctional service					
Most uniformed officers in the correctional service generally arrive for work on time					
The rate of absenteeism in the correctional service is low					

## APPENDIX C: RESEARCH BUDGET

### Expenditure Item REQUIRED AMOUNT TOTAL

Category	Unit cost(kshs)	Quantity	Total Amount (Kshs)
Stationery			
A4 paper	2	200	400
Pens	20	200	4000
Punching	200	20	4000
Files	70	200	14000
Stapler	200	20	4000
Staples	200	20	4000
Printing services	20	200	4000
Photocopies	2	200	400
Internet services	1	60hrs	1600
Document	100	3	300
<b>Subtotal</b>			<b>36,700</b>
<b>personnel</b>			
Accommodations	300	20days	6000
Meals	500	20days	10000
Statistician	5000		5000
transport	250	20days	5000
<b>Subtotal</b>			<b>26,000</b>
<b>Total</b>			<b>62,700</b>

## APPENDIX D Extract from Krejcie and Morgan on sample size.

Determining sample size from a given sample size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	27	75000	382
210	136	1100	285	100000	384

Note.— *N* is population size

*S* is sample size.

Source: Krejcie and Morgan (1970)

Population size	Confidence=95%				Confidence=99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	190	177	196	154	137	186	198
250	152	217	215	244	182	211	229	246
300	169	265	251	291	207	246	270	295
400	196	306	318	384	250	309	348	391
500	217	340	377	475	285	365	421	485
600	234	370	432	565	315	416	490	479
700	248	396	481	653	341	462	554	672
800	260	440	526	739	363	503	615	663
1000	278	474	606	906	399	575	727	943
1200	291	515	674	1069	427	636	827	1119
1500	306	563	759	1297	460	732	959	1376
2000	322	597	869	1655	498	808	1141	1785
2500	333	641	952	1984	524	879	1288	2173
3500	346	678	1068	2565	558	979	1510	2890
5000	357	710	1176	3288	586	1066	1734	3842
7500	365	727	1275	4211	610	1147	1960	5165
10000	370	760	1332	4899	622	1193	2098	6239
25000	378	772	1448	6939	646	1285	2399	9972
50000	381	776	1491	8056	645	1318	2520	12455
75000	382	778	1506	8514	658	1330	2563	13583
100000	383	782	1513	8762	659	1336	2585	14227
250000	384	783	1527	9248	662	1347	2626	15555
500000	384	783	1532	9423	663	1350	2640	16055
1000000	384	784	1534	9512	663	1352	2647	16317
2500000	384	784	1536	9567	663	1353	2651	16478
10000000	384	784	1536	9594	663	1354	2653	16560
100000000	384	784	1537	9603	663	1354	2654	16584
300000000	384	784	1537	6603	663	1354	2654	16586

**APPENDIX E MORGAN'S TABLE FOR SAMPLE SIZE**

Source: Krejcie and Morgan (1970)



**APPENDIX F: RESEARCH PERMIT**

OFFICER IN CHARGE  
BUNGOMA G.K. PRISON  
21 JUN 2019  
RECEIVED  
P.O. Box 56-50200, BUNGOMA

MINISTRY OF INTERIOR & CO-ORDINATION OF NATIONAL GOVERNMENT.  
STATE DEPARTMENT OF CORRECTIONAL SERVICES  
KENYA PRISONS SERVICE

Telegrams: "COMPRISONS", Nairobi  
Telephone: +254022722900-6.  
Email: Comprisons@yahoo.com  
When replying please quote



PRISONS HEADQUARTERS  
MAGEREZA HOUSE  
P.O. BOX 30175-00100  
NAIROBI.

REF: 2010064226/30

19 JUNE 2019

Charles Simwenyi (PC)  
PF: 2010064226

*PC. Simwenyi. The research to run for 30 days W-E-F 22/02/19.  
2/06/19.*

Thro'  
The Officer in Charge  
Bungoma Main Prison  
P.O. Box 56  
BUNGOMA

RE: REQUEST FOR PERMISSION TO COLLECT ACADEMIC DATA AT BUNGOMA MAIN PRISON

We acknowledge receipt of your letter requesting for approval to conduct an academic research titled **"Determinants of Performance in Service Delivery of Uniformed Officers in Kenya Prisons: a Case Study of Bungoma Main Prison"**.

This is to inform you that your request has been approved. You are expected to adhere to the institution rules and regulations during your research period. You are also required to provide the Prisons headquarters training section with a copy of your research findings at the end of your research. Your research should run from **20<sup>th</sup> June 2019 to 23<sup>rd</sup> June 2019**.

By a copy of this letter, The Officer in charge Bungoma Main prison is requested to accord you the necessary assistance during your research period.

R. W. NGARA OGW (SACP/A)  
FOR: COMMISSIONER GENERAL OF PRISONS

Cc. Officer in Charge, Bungoma Main prison

## APPENDIX G: PLAGIARISM REPORT

### DETERMINANTS OF PERFORMANCE IN SERVICE DELIVERY OF UNIFORMED OFFICERS OF CORRECTIONAL SERVICE: A CASE STUDY OF BUNGOMA CORRECTIONAL SERVICE.

#### ORIGINALITY REPORT

**11%**

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