

**STRATEGIC RISK MANAGEMENT AND PERFORMANCE OF POLICE WORK IN
KURESOI SUBCOUNTY, KENYA**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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DEDICATION

This project is dedicated to my parents who taught me the importance of patience and perseverance. I also dedicate it to my family members who encouraged and prayed for me during my course work.

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First of all, I would wish to express my sincere gratitude to my supervisor for the guidance; selfless dedication and encouragement in making this project a reality. I would wish to thank my entire family for their understanding when I was not there for them during the project writing period; I wouldn't have made it this far without them. Most important of all I extend my gratitude to the Almighty God for providing me with strength, knowledge and vitality that helped make this project a reality

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OPERATIONAL DEFINITION OF TERMS

- Police Work:** Police work is generally the roles of police officers who are charged with the apprehension of criminals and the prevention and detection of crime, protection and assistance of the general public, and the maintenance of public order.
- Risk Assessment:** A risk assessment is a process to identify potential hazards and analyze what could happen if a hazard occurs. This is process for determining the potential impacts resulting from the interruption of time sensitive or critical business processes. There are numerous hazards to consider
- Risk Identification:** In the absence of a risk identification process, the organization is unable to effectively manage its key risks and demonstrate whether they are in control.
- Risk Mitigation:** This is an overall approach to reduce the risk impact severity and probability of occurrence. It could affect a number of risks and include, for example, increasing staffing or reducing scope. Identify actions and steps needed to implement the mitigation strategy.
- Risk Monitoring:** Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and impact of unfortunate events.

LIST OF ABBREVIATIONS & ACRONYMS

| | |
|-----------------|-----------------------------|
| EA: | East Africa |
| EU: | European Union |
| IMF: | International Monetary Fund |
| M&E: | Monitoring and Evaluation |
| HR: | Human Resource |
| UK: | United Kingdom |
| UN: | United Nation |
| US: | United States |

ABSTRACT

The aim of Risk management is three fold; it must identify the risk, undertake an objective analysis of risk specific to the organization, and respond to the risk in an appropriate manner. Risk management is not an end in and of itself, but rather part of sound organizational practices that include planning, preparedness, program evaluation, process improvement, and budget priority development. With increased insecurity investors and tourists get scared and keep off and as such huge resources have to be used to lure them back to the country. Development is challenged and slowed down by insecurity. In an effort to perform their duties, the police in this area have been accused of being slow in responding to social ills and not willing to offer free, fair and selfless service and sometimes seen to undertake inappropriate measures, hence defeating their primary objective to maintain law and order. This study therefore analyzed the strategic risk management and performance of police work in Kuresoi Sub-County, Kenya. The objectives of the study included to analyze the effects of risk identification on the performance of police work, to examine the effects of risk assessment on the performance of police work, To find out the effects of risk mitigation on the performance of police work and to analyze the effects of risk monitoring on the performance of police work in Kuresoi Sub County. The recommendations assisted policymakers and law enforcement officers, by providing thorough understanding the threat posed by crime and the ultimate consequences. Future researchers also benefit in that they was able to increase their understanding of the pertinent issues that underpin the study. For the purpose of this study descriptive and explanatory research design was used. The population of interest consists of Sub-County police officers who included the deputy county commissioner, the senior assistant county commissioner, the officer commanding police division, the county administration police commander, the county criminal investigation officer and police officers in 5 police stations. From a population of 84 respondents, the study picked a sample was 44 respondents and 30 members of the public. Stratified random sampling technique was used since the population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample. This study utilized a questionnaire and an interview guide to collect primary data. The questionnaire was designed to include both structured and unstructured questions. The data was then coded to enable the responses to be grouped into various categories. The descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included percentages, frequencies, mean and standard deviation. In addition, advance statistical techniques (inferential statistics) were also considered. The police management should enhance risk identification, risk mitigation, risk assessment and risk monitoring so as to improve performance of police work. This can be done by holding workshops to enlighten the police on strategic risk management practices that can enhance police performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Risk management has been defined as a process that incorporates a number of activities comprising; Risk Assessment, Risk treatment, Monitoring and review, Communication and consultation and recording (Fraser & Simkins, 2010). The principal objective of risk management is the effective planning of resources; need to recover financial balance and operating effectiveness after a fortuitous loss, thus obtaining a short term cost of risk stability and long term risk minimization (Vaughan & Vaughan, 2008).

The aim of Risk management is three fold; it must identify the risk, undertake an objective analysis of risk specific to the organization, and respond to the risk in an appropriate manner (Merna & Thani, 2008). All risks facing an organization need to be identified using historical data thereby helping stakeholders relate to them and have potential to improve the effectiveness of their control (Hull, 2007). Sadgrove (2005) explored the Risk analysis and evaluation processes and concluded that an in-depth risk analysis will provide the decision maker with sufficient understanding of the risk and satisfy themselves on the decisions they make. He further states that risk evaluation involves comparing the residual risks after treatment with the existing controls or against set criteria. Risk Analysis also helps management to decide which risks are worth pursuing, and which should be shunned (Vaughan & Vaughan, 2008).

Improved security depends on connecting information about risks, activities, and capabilities and using this information to guide prevention, protection, response, and recovery efforts. The establishment of sound risk management practices across the security enterprise will help protect

and enhance national interests, conserve resources, and assist in avoiding or mitigating the effects of emerging or unknown risks. At the organizational level, the application of risk management will complement and augment strategic and operational planning efforts, policy development, budget formulation, performance evaluation and assessments, and reporting processes. Risk management will not preclude adverse events from occurring; however, it enables national security efforts to focus on those things that are likely to bring the greatest harm, and employ approaches that are likely to mitigate or prevent those incidents (Vaughan & Vaughan, 2008).

Risk management is not an end in and of itself, but rather part of sound organizational practices that include planning, preparedness, program evaluation, process improvement, and budget priority development. The value of a risk management approach or strategy to decision makers is not in the promotion of a particular course of action, but rather in the ability to distinguish between various choices within the larger context. Establishing the infrastructure and organizational culture to support the execution of security risk management by police is a critical requirement for achieving the Nation's security goals (Vaughan & Vaughan, 2008).

1.1.1 Police Work

Police work is varied, and may differ greatly from within one political context to another. Typical duties relate to keeping the peace, law enforcement, protection of people and property and the investigation of crimes (Huber, 2012). Officers are expected to respond to a variety of situations that may arise while they are on duty. Rules and guidelines dictate how an officer should behave within the community, and in many contexts, restrictions are placed on what the

uniformed officer wears. In some countries, rules and procedures dictate that a police officer is obliged to intervene in a criminal incident, even if they are off-duty.

The increased complexity of the police role and the movement towards neighborhood policing, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining high quality personnel (Roberg and Kuykendall, 1997). Policing is no longer a relatively simple task (Goldstein, 2012). Rather police officers roles in today's democratic society are extremely significant and complex (Carter, 2010). They are called on to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community demands for safety (Travis, 2012).

Out of all governmental operations, the police function is the most intimate, the daily, varied encounters between police officers and individuals, ranging from routine to traumatic experiences , represent the most visible and powerful interaction between the government and the public. If the police perform their role effectively, society benefits immeasurably and government scores high; if the police perform their duties poorly, the damage to police confidence and democratic principles can be irreparable (Goldstein, 2012).

Performance standards in the security sector are an area that attracts global concern. Several overseas states have developed different promising strategies and techniques to improve performance in the security sector even though the results have been minimum (Walker, 2012). Since the late 1970s, successive UK governments have placed significant emphasis on improving the operational effectiveness, efficiency and cost of delivery of UK public services which in the past has been a big issue of concern. Specifically the more business-like approach to public administration often referred to as New Public Management (NPM) has led to public service

reforms that have focused on performance improvement and provision of better value for money (Martin & Walker, 2014).

In Africa, strategic risk management reports in Cape Verde reveal that despite political stability and economic performance, there are reasons to fear an upsurge of violence, banditry and organized crime. The country's Island status has been both protective and a source of vulnerability. The major security challenge is transnational criminality; international alliances are therefore important notes (Handem, 2010). Its permanent structural difficulties: small size, the fact that its ten islands are widely dispersed; poverty and the states inability to meet its security needs on its own remain areas of concern. According to Diage, (2008), the challenges of security sector governance in Cape Verde include; ensuring the social reinsertion of citizens who have been repatriated from abroad, preventing and neutralizing emerging threats, including drug trafficking, money laundering and the uncontrolled circulation of light weapons, introducing a more modern concept of security that focuses on its interdisciplinary and multidimensional nature, withdrawing state monopoly over the maintenance of internal security, implementing a system of internal security, within the framework of the ongoing reforms of the criminal code and the code of criminal procedure.

In neighboring Tanzania, during the elections in 2005, levels of crime and fear of crime rose throughout the country. Simultaneously, levels of public trust and confidence in the Police Force continued to drop. Areas of particular concern included increased road accidents, corruption, fraud, violence, terrorism and drug trafficking (Mwema, 2008). The widening economic divide in the country is likely to create a breeding ground for crime. These trends highlight the limitations of the current Police Force and make evident the pressing need for reform. There are

several problems limiting effective performance in the Tanzanian Police Force that have to do with human resources motivation.

1.1.2 Police Work and Business Performance

Police agencies provide a variety of public services to their communities. The nature of these services varies widely, from educating citizens about crime prevention and responding to automobile accidents, to investigating crimes and apprehending offenders (Mawby, 2010). It is this variety in the day-to-day tasks that police perform that makes measuring their performance so difficult. Some agencies might do a terrific job at maintaining positive and interactive relationships with their communities, but fail to be adequately prepared for critical incidents. Others may take advantage of the newest investigative and information-processing technologies while still relying on outmoded or inefficient patrol deployment strategies. In other words, police agency performance is multidimensional. Those police agencies that concentrate only on one or a handful of performance dimensions to the exclusion of others, do so at their peril (Morgan, 2007).

The idea that police agencies might be very successful in some ways but less successful in others is not unique to the police. It is an axiom among public organizations that performance is multidimensional. Fire departments need to excel at responding quickly to emergency situations, yet they must do so without getting into an automobile accident en route or running over a pedestrian along the way (Odhiambo, 2009). They must rescue citizens in danger, while at the same time not incurring serious injury or deaths among the firefighters. They must manage the scene, often in concert with other agencies. They must excel in the various technical aspects of their duties, from putting out fires to administering emergency medical aid. It is not difficult to

imagine a fire department that excels in one of these dimensions but performs less adequately on others. A fire department that excels at the technical aspects of putting out fires, without paying much attention to the safety of pedestrians, drivers, and its personnel will eventually find itself in a crisis (Rudolf, 2011).

High crime statistics do not necessarily reflect poor police performance; neither therefore can a drop in crime be seen as being the direct result of improved police performance. Crime is a much more complex phenomenon and demands a more complex analysis and response. Police performance should be measured according to different indicators; is the laws enforced, are cases properly recorded and investigated, are perpetrators arrested and properly prosecuted; do police investigations result in convictions and appropriate sentencing?. Police need to work smart in fear reduction just as much as they need to work smart when tackling crime and disorder. Fear of crime is simply another problem on the list of problems that police should address. It may be less tangible than some others, and it may not have the same sort of vocal constituencies of victims and relatives that crime, drug offenses, or drunken driving have. But fear of crime has such negative consequences for individuals and communities that police must make sure that it gets targeted attention (Vidino, 2010).

1.1.3 Kenyan Police Performance

Over the last decade a fair amount of donor-support research has been conducted with the view of increasing the capital base. However, academic research to inform government and other stakeholders on strategic risk management and performance in the police force has not been an area of significant concern (Osborne, 2010). The security sector is charged with the responsibility of maintaining law and order hence preserve peace in the society. Broadly, this is

executed by security officers; a major component of which is police officers. Another key role is policing cash in transit which in the Kenyan situation has been an issue of great concern. Security provided in the form of guarding commercial premises as well as residential places is another key function. The police also man roads with the aim of checking on vehicle speed and enforcing traffic rules. This seems to have been abused as can be seen by the increase in road accidents, extortion by illegal gangs and general abuse of traffic rules (Carter, & Sapp, 2011).

Sad to mention that despite government efforts to reform the police force, criminal activities have been on the increase and it is feared the situation could get worse with the bigger East Africa Communities unless performance in the security organ improves (Lord, 2012). Several criminal activities have been experienced in the past with culmination into the International Criminal Court (I.C.C) debate dubbed the Ocampo Six. Key to this inquiry is the manner in which citizen security was handled. Conflicts and crimes experienced in the recent past include; cattle rustling, robbery with violence, ethnic clashes, election violence, cross border raids, carjacking, gender violence, money laundering and conflicts over resources, sea piracy, mushrooming of organized gangs and terrorist attacks. This study sought to examine the unique risk management strategies in performance of police work in Kuresoi Sub-County

1.2 Statement of the Problem

Performance in the police force in Kenya has been deteriorating. Every day, criminal activities are experienced. Road accidents are on the increase with more productive people who are bread winners dying every day, banking institutions, commercial centers and individuals in business lose cash at the hands of organized criminal gangs, minors are raped, corruption is on the increase. There has been an increased wave of theft of cash on transit .Sea piracy is on the rise

due to poor security systems. Cattle rustling and cross-border raids appear to be a life-long security challenge. Given the above scenario, the government loses tax payers, skilled manpower and property in terms of buildings and food reserves. (Carter, & Sapp, 2011).

With increased insecurity investors and tourists get scared and keep off and as such huge resources have to be used to lure them back to the country. Development is challenged and slowed down by insecurity (Osborne 2010). On a more local level the societal equilibrium is destabilized, families lose bread winners; ethnic rivalry and enmity become a common phenomenon. According to Brans and Vincke (2010), Institutions and industries suffer instability leading to huge losses notes. The resultant poor performance in the police sector sticks out strongly and is distinct from any other poor performance in any other sector because lives, especially of those at their most productive stage, are lost (Maguire 2007).

Kuresoi Sub-county is among the regions frequently affected by inter-ethnic conflicts. The sub-county is cosmopolitan; comprising mainly of three major ethnic groups, the Agikuyu, Abagusii and Kipsigis. Kuresoi has suffered loss of human life, destruction of property, poor economy, SGBV, forceful displacement of populations and cattle rustling (Field study 2016).

In an effort to perform their duties, the police in this area have been accused of being slow in responding to social ills, (Odhiambo, 2009) and not willing to offer free, fair and selfless service and sometimes seen to undertake inappropriate measures, hence defeating their primary objective-to maintain law and order.

Locally, studies on strategic risks management have focused so much on the private sector. Waweru (2012) studied Risk Management practices in cash operations at the Barclays Bank of Kenya (BBK) while Mutema (2012) investigated Fraud risk management among Commercial

Banks in Kenya in light of the financial innovations. Njuguna (2012) looked at the impact of Risk Based supervision on the performance of pension funds in Kenya. No known research has been done on strategic risk management in performance of police work in Kuresoi Sub County. It is against this background that this inquiry seeks to establish the research gap.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to analyze the strategic risk management and performance of police work in Kuresoi Sub-County, Kenya

1.3.2 Specific Objectives

This study was guided by the following specific objectives;

- i. To establish the effects of risk identification on the performance of police work in Kuresoi Sub County.
- ii. To examine the effects of risk assessment on the performance of police work in Kuresoi Sub County.
- iii. To find out the effects of risk mitigation on the performance of police work in Kuresoi Sub County.
- iv. To determine the effects of risk monitoring on the performance of police work in Kuresoi Sub County.

1.4 Research Questions

This study was guided by the following research questions;

- i. To what extent does risk identification affect performance of police work in Kuresoi Sub County?

- ii. How does risk assessment affect performance of police work in Kuresoi Sub County?
- iii. What is the influence of risk mitigation on the performance of police work in Kuresoi Sub County?
- iv. To what extent does risk monitoring affect the performance of police work in Kuresoi Sub County?

1.5 Significance of the Study

The significance of this research is to assess the adoption of strategic risk management practices in the Kenya security agencies in addressing crime. Such an assessment validates current practice or suggests ways to refine current policy and explore alternative ways and means to combat the rising crime rate. The findings will ultimately provide the government with information to use to develop an effective policy to combat crime threat in Kenya.

The recommendations assist policymakers and law enforcement officers, by providing thorough understanding the threat posed by crime and the ultimate consequences. Future researchers also benefit in that they will be able to increase their understanding of the pertinent issues that underpin the study. The study acts as a reference or guide to other interested parties carrying out a research on the same topic. The study benefits the academia as it contributes to the ongoing debate crime control. The study also identifies areas for further study.

1.6 Scope of the Study

This study was carried to examine the strategic risk management and performance of police work in Kuresoi Sub County. The objectives of the study included; risk identification, risk assessment, risk mitigation and risk monitoring on the performance of police work in Kuresoi Sub County.

The study used a questionnaire and an interview guide to collect data from security officials working with police force in Kuresoi Sub County and the members of the public.

1.7 Limitations of the Study

It is possible that some respondents would have given distorted responses for a wide range of reasons. However, the researcher used the experience and professional technique to assure the respondents that whatever response given was treated with utmost confidentiality. Since the subject area was still sensitive, the researcher did not anticipate getting a large sample size within or across the area that has been identified for the study. The contentious security sensitivity and highly political nature of the study led to some respondents tailoring their responses or not willing to respond at all. However the researcher used the journalistic methodology of interviewing the respondents

1.8 Assumptions of the Study

Although the area of this study was complex and sensitive, the researcher assumes that the study sample was willing to respond to the questionnaires successful and provided correct information that led to genuine analysis of the problem. It was also assumed that the police officers that were involved in the study gave consent to their superiors to participate in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the details of key objectives of the study. To achieve this, existing literature from other authors and researchers that is relevant to this study will be explored here. The main areas of study that will be covered in this chapter, will include appropriate theories in relation to risk management tools will also be espoused in this chapter empirical studies done on risk identification and performance of police work, risk assessment and performance of police work, risk mitigation and performance of police work and finally risk monitoring and performance of police work. The researcher will propose a conceptual framework that will help guide the entire study, which will illustrate and explain the relationship of the different variables under study and knowledge gap.

2.2. Theoretical Framework

2.2.1 Contingency Theory of Management

According to Lutans (2011), a contingency theory or approach to management is based on the theory that management effectiveness is contingent or is dependent upon the interplay between the application of management behaviors' and specific situations. In other words, the way you manage should change depending on the circumstances. Hence, this theory is sometimes referred to as 'situational' or 'circumstantial' theory of management. Contingency theory seeks to challenge the "one size does not fit all" approach to management. Thus, according to contingency theorists, appropriate managerial action depends on the peculiar nature of every situation or circumstance; hence, rather than seeking for universal principles that apply to every

situation, this theory proposes that a manager should attempt to identify contingency or dynamic principles that prescribe actions to take depending on the situation that he/she finds himself/herself in. Morgan (2007) holds that the contingency approach to management finds its foundation in the contingency theory of leadership effectiveness developed by management psychologist Fred Fielder.

According to Fielder's theory of leadership effectiveness states that leadership effectiveness, as it relates to group effectiveness, is a component of two factors: task motivation and circumstances. In line with the same, Perrow (1967) further adds that contingency theory states that task or relations motivations is contingent upon whether the manager is able to both control and effect the group's situational favorability, or outcome. According to him, one can assess situational favorability by three factors: Leader-member relations, which addresses the manager's perception of his cooperative relations with his subordinates, task structure, which relates to whether the structure of the work task is highly structured, subject to standard procedures and subject to adequate measures of assessment; and Position power, which examines if the manager's level of authority is based on punishing or rewarding behavior.

Mintzberg (2009) further summarizes the main ideas underlying contingency theory of management as follows: Organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances, there is no one best way of organizing the appropriate form depends on the kind of task or environment one is dealing with, management must be concerned, above all else, with achieving alignments and good fits; and different types or species of organizations are needed in different types of environments.

Contingency theory is therefore relevant to the present study, since it underscores the fact that project work is a risky affair, since most (if not all) projects operate in fragile and dynamic environments that are ever-changing; hence, the need for the project management team to devise and put into practice different management approaches (strategies), depending on the prevailing circumstances

2.2.2 Systems Theory of Management

According to Rudolf (2011), systems theory of management is the inter-disciplinary study of systems in general, with the goal of elucidating principles that can be applied to all types of systems at all nesting levels in all fields of research. This is an approach based on the notion that organizations can be visualized as systems a system is a set of inter-related parts that operate as a whole in pursuit of common goals. A similar view is shared by Thompson (2007) who asserts that the systems approach takes the viewpoint that an organization or a company is an interconnected group of systems that all work together (or should work together) to achieve particular goals and objectives. He adds that the best way to view the system's theory is by thinking of an organization as a machine.

Furthermore, Woodward (2005) argues that according to this theory, every system has four major components: Inputs, which are the various resources required to produce goods and services; transformation processes, which are the organization managerial and technological abilities that are applied to convert inputs into outputs; outputs which are the products, services and other outcomes or end-products produced by the organization; and feedback, which is information about results and organizational status relative to the environment.

Systems theory of management is thus applicable and fitting to our current study, since it is founded on the premise that a system such as an organization or, in our case, project work is made up of an array of sub-systems or a set of inter-related parts that operate as one-whole in order to achieve a certain purpose. This is true of project work, where different 'systems' or sub-systems such as the project design, action plan, Monitoring and Evaluation system and Human Resource plan work together to achieve a common purposes, For example, a complete and success project. The systems theory also underscores the fact that it is not easy for the various sub-systems to work efficiently and effectively in a single system; there are always challenges or risks which, in the case of a project, mainly include the cost, scope, time and quality considerations. Hence, for one to achieve a successful project intervention there must be a healthy, timely and cost-effective inter-play among the various aspects involved in project management, including the effective management of project risk. This therefore necessarily touches on the study's main goal: to investigate strategic risk management in performance of police work (Woodward, 2005).

2.3 Empirical Review

2.3.1 Effects of Risk Identification on the Performance of Police Work

According to Carr (2003), risk identification process is a key component of a robust framework. Carr asserts that in the absence of a risk identification process, the organization is unable to effectively manage its key risks and demonstrate whether they are 'in control. The Police Service is one of a number of professions where the workers can be exposed to hazards generally created by others. It is recognized that on occasions officers and staff can face serious and significant dangers and the demands of policing sometimes requires individuals to go forward when others would withdraw.

Many scholars internationally and local have explored on relationship between of risk identification and performance in policing work. Kassin (1999) conducted a research on risk identification and performance in policing work, the study employed the used of periodic secondary data. Correlation analysis was used to determine the relationship between risk identification and performance in policing. The study found high positive correlation of 0.742 between risk identification and performance in policing; other findings were that Police have a high-risk job compared to many others. About one officer per year is killed in Texas, many are assaulted, and others contract a range of illnesses from work. The study recommended reduction of vulnerability which depends on recognition of these risk factors and implementation of effective prevention strategies a factor of risk identification.

Mawby (2000) conducted a research on effect of risk identification process in prevention of suicide attempts in Egyptian police force; the study used stratified sampling procedure to select 267 respondents from deferent command levels. The study also employed regression analysis to predict the association between risk identification processes in prevention of suicide attempts in Egyptian police. The study established that any further enhancements on risk identification process would reduce/ prevent of suicide attempts in Egyptian police force by a factor of 46%. The study also noted that Police suffer stress through constant exposure to danger, traumatic events, prisoner threats, conflicting task demands, short staffed stations, court appearances (often requiring detailed recollection of events from years earlier), departmental inquiries and work in isolated rural areas conclusion were made on periodic assessment on laid risk identification measures as well as development of more concise and intense risk prevention measures.

Treating the symptoms, rather than the root causes, will give the appearance of activity but will not solve the problem. Drug abuse in the police force has of recent been considered as prevailing risk. In South Africa Violanti (1999) conducted a research on effectiveness of drug abuse counteractive strategies in raising standards of policing in South Africa. The study found that substance abuse is a problem for a number of police, with alcohol abuse about double that of the general population (Violanti 1999c; Violanti 1996). A New South Wales study found 48 per cent of male and 41 per cent of female officers consumed alcohol at levels harmful to their health, and a few used cannabis, ecstasy, cocaine and steroids regularly (Chilvers 1998). While alcohol abuse may impair capacity to effectively perform tasks, the use of illicit substances is in fundamental conflict with sworn duties

Identification of symptoms is far easier than identification of root causes. In Kenya Malau (2001) assessed the preparedness of Kenyan police in respond to mass related crimes, the study employed both primary and secondary data. The study results showed that Kenya police in most occasions, excessive force on civilians where more injuries on civilian side were reported. Similar comparison was made developed countries like USA where not casualties on either side has been reported in the last 467 protests held between 1987 to 2000 a factor associated with high level of risk preparedness among the USA police force. The study recommended that management should ensure that the risk identification process goes beyond the symptoms.

2.3.2 Risk Assessment on the Performance of Police Work

According to Andersen (2007), risk assessment is a process to identify potential hazards and analyze what could happen if a hazard occurs. Risk assessment is one of actions and procedures of a performance audit process to be undertaken in a priority order. Risk assessment is

undertaken in the planning stage that includes: 1) collection of information; 2) risk assessment; 3) assessment of the significant risk impacts upon the programme; 4) defining and (or) improvement of audit objectives; and 5) improvement of the audit scope, methodology, audit examination programme, audit budget and/or resources (Waring, & Morgan, 2007). Essentially, performance audit involves an identification of weaknesses of an entity's business that are inherent to its processes, inadequate management and weak internal controls.

Researches on interrelation between risk assessment process and management have attracted considerable attention of Lithuanian and foreign researchers and practitioners. The risk assessment problem has been addressed by a number of foreign scholars (Eilifsen *et al.*, 2001; Curtis and Turley, 2007; Robson *et al.*, 2007; Waring and Morgan, 2007; Bourn, 2007; Knechel *et al.*, 2007; Morgan, 2009) and Lithuanian authors. The value-at-risk methodology has been the subject matter of the research carried out by Kabasinskas and Toliatiene (1994, 1997); Mackevicius (2001, 2005), and others. As it is evident from the analysis of the references, the issues of risk are characterized by a vast diversity of the subjects researched; the issue is significant in a number of aspects, therefore, the results of any research in the area have a wide applicability spectrum; however, risk assessment in relation to performance in law enforcement agencies still has been investigated to only a very limited extent. Until now, no integrated research on the subject of the Kenya performance audit risk assessment has been carried out.

2.3.3 Risk Mitigation on the Performance of Police Work

According to Braunscheidel, (2009) Risk mitigation progress monitoring includes tracking identified risks, identifying new risks, and evaluating risk process effectiveness throughout the project several studies have demonstrated the importance of ensuring risk mitigation strategies.

For instance, Lusk and Coble (2005) found risk mitigation strategies significantly affect performance of police force in USA. Mazzocchi *et al.*, (2008) concluded that risk mitigation strategies had a greater impact on performance of police force in European (United Kingdom, Italy, Germany, the Netherlands, and France) consumers. However, the importance of reputation increased substantially in the event of a salmonella scare. Schroeder *et al.*, (2007) found that risk mitigation strategies had significant effect on performance of police force in the United States, Canada, Mexico, and Japan.

According to Downes (2001), law enforcing agencies face risk faces a number of obstacles. He points out internal management problems as well as external problems which are generated by outside forces in the organization, in which the particular company lies. Both internal and external issues are indeed affected by the extent to which organizational are as far as the activities regarding the successful implementation of risk mitigation initiatives are concerned.

2.3.4 Risk Monitoring On the Performance of Police Work

Risk monitoring control is the process of keeping track of the identified risk, monitoring residual risks and identifying new risk, ensuring the execution of risk plans, and evaluating their effectiveness in reducing risk (Andersen, 2007). The main function of the risk manager is to monitor; measure and control credit risk. The Risk Manager's duty includes identification of possible events or future changes that could have a negative impact on the institution's credit portfolio and the bank's ability to withstand the changes.

According to Burke (1999) in his assessment the performance of Australian police force, observed that continuous risk monitoring and control processes provided information that assists with making effective decisions in advance of the risk's re-occurring. The study concluded that

Communication to all command levels is needed to assess periodically the acceptability of the level of risk on the police management.

In a study in Libya, Goldberg, (2008) assessed the effectiveness of risk monitoring control measured on management of police force in Libya. The study employed descriptive research design. 459 respondents were selected through stratified sampling procedure; the study used correlation analysis to establish the relationship between risk monitoring and performance, the correlation results showed a strong positive correlation value of 0.880 between risk monitoring and performance of police force in Libya. The study concluded that the management of police force in Libya should continually observe the emerging risks in the police force and periodically develop effective counteractive measures order to enhance police performance.

An investigation by Huber, (2012) on the risk monitoring and control and effectiveness of police reforms in Kenya. The study established that Police should every year publish his plans, priorities and objectives for the year. This was intended to enhance transparency in police policy-making and to enable monitoring of the efficiency and effectiveness of the police service (Rauch, 2000). Rauch also observed that a statutory community-Police Forums was created where local police station commissioners would liaise with, and account to, the local community. It was also created independent complaints directorate which would receive and investigate public complaints of police misconduct, the directorate would be independent of the police and would report directly to the minister of safety and security. All these efforts were aimed at enhancing police reforms and accountability.

2.4 Research Gaps

There is limited literature on risk management and performance of police work both globally and locally. Globally, Mitchell, et al (1999) conducted a research on effect of risk identification process in prevention of suicide attempts in Egyptian police force, In South Africa Violanti (1999) conducted a research on effectiveness of drug abuse counteractive strategies in raising standards of policing in south Africa, Malau (2001) assessed the preparedness of Kenyan police in respond to mass related crimes, Eilifsen (2001) investigated the relationship between risk assessment and performance of internal audits, Chilvers (2008) assessed the effectiveness of risk monitoring control measured and management of police force in Libya. Chilvers (2012) investigated the risk monitoring and control and effectiveness of police reforms in Kenya. However, these studies do not clearly show the role of strategic risk management and performance of police work. The findings on literature point to significant gaps in the research to policy to practice pathway, particularly for Kenyan police force. These gaps reflect the essence to investigate the role of risk identification, risk assessment, risk mitigation and risk monitoring in management of Kenyan police force

2.5 Conceptual Framework

Mugenda and Mugenda (2003) define a conceptual framework as a graphical or diagrammatic representation of the relationships among various variables under study. A conceptual framework is very useful in research since it helps the researcher and future readers to identify the proposed relationship between different variables easily and quickly. It also helps to capture and summarize, in a diagrammatic form, the research topic and objectives. In this study, the researcher has adopted the model indicated in Figure 2.1 considering the variables under study.

Independent Variable

Dependent Variable

Risk Management

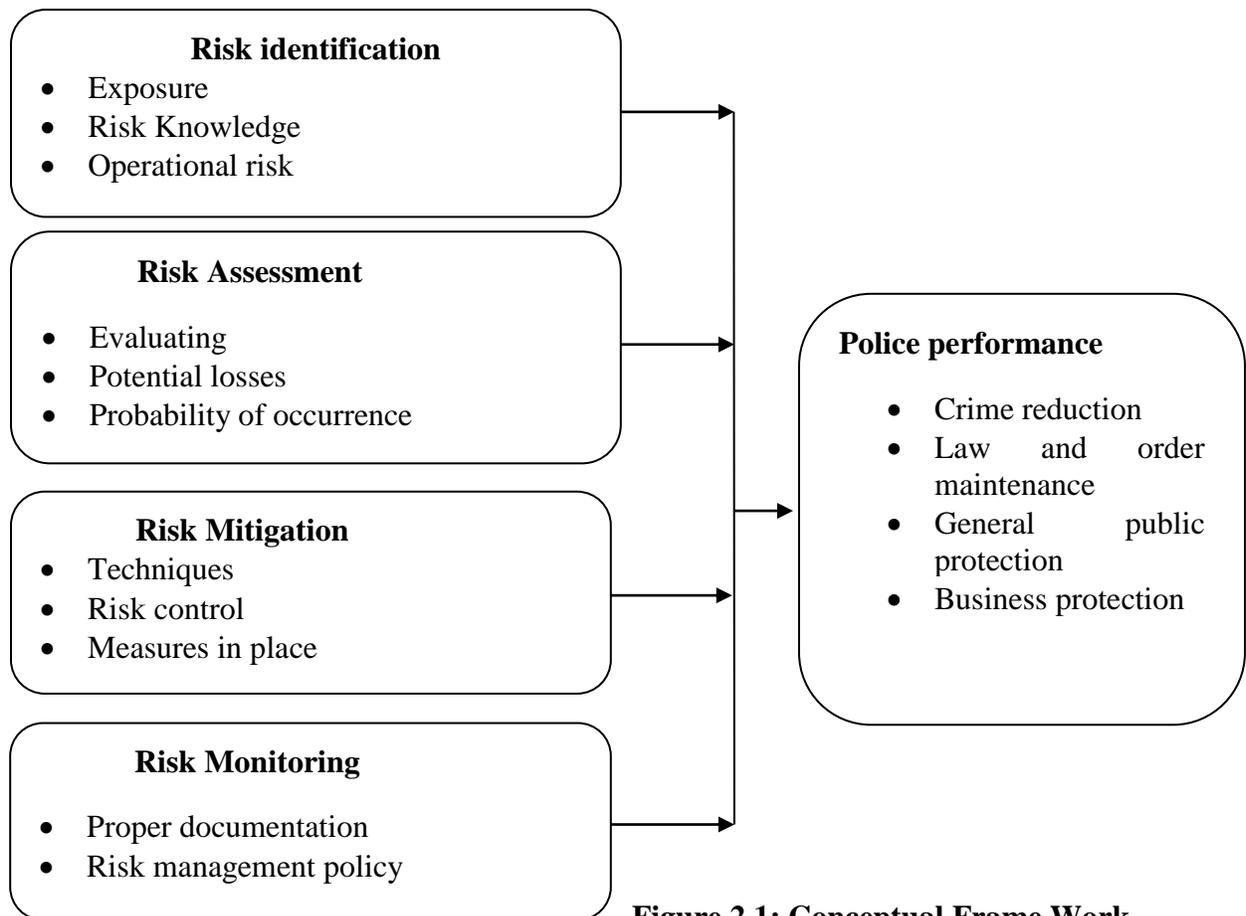


Figure 2.1: Conceptual Frame Work

The conceptual framework shows the relationship between the study variables. The dependent variable is police performance which is measured by the extent of crime reduction and law and order maintenance. The independent variable is influenced by asset of independent variables which includes risk identification which its measurable parameters include, exposure, risk knowledge and operational risk .The second variable is risk assessment which is measured by, evaluating, potential losses and probability of occurrence. The third variable is risk mitigation which is measured by techniques, risk control and measures in place. Risk Monitoring is the fourth variable measured by proper documentation and risk management policy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology of the study; it highlights a full description of the research design, the research variables and provides a broad view of the description and selection of the population. The research instruments, data collection techniques and data analysis procedure have also been presented.

3.2 Research Design

According to Mugenda and Mugenda (2003) a research design provides answers for questions such as; what techniques were used to gather data, what kind of sampling strategies and tools were used and how were time and cost constraints dealt with. In other words, it is an arrangement of conditions for collection and analysis of data in a way that combines their relationship with the purpose of the research. It is a means to achieve the research objectives through empirical evidence that is required economically.

Descriptive studies portray the variables by answering who, what, and how questions. According to Mugenda and Mugenda (2003), descriptive design is a process of collecting data in order to test hypothesis or to answer the questions of the current status of the subject under study. A

descriptive survey design was used for this study. This design enabled the researcher to investigate the role of strategic risk management and performance of police work.

3.3 Target Population

Target population is the specific population about which information is desired (Cooper and Schindler, 2003). The population consisted of Sub-County police officers who included the Deputy County Commissioner, the senior assistant county commissioner, the officer commanding police division, the county administration police commander, the county criminal investigation officer, 45 Kenya Police officers and 34 officers from the Administration Police in the 5 police stations. The study further considered members of public in this research as recipients of police improved performance. The population characteristic is as summarized in Table 3.1.

Table3.1: Target Population

| Category | Population Frequency | Percentage (%) |
|---|-----------------------------|-----------------------|
| Deputy County Commissioner | 1 | 1 |
| Senior Assistant County Commissioner | 1 | 1 |
| Officer Commanding Police Division | 1 | 1 |
| County Administration Police Commander | 1 | 1 |
| County Criminal Investigation Officer | 1 | 1 |
| Officers from Kenya Police | 45 | 54 |
| Officers from the Administration Police | 34 | 40 |
| Total | 84 | 100 |

Source: Kuresoi County, 2016

3.4 Sample Design

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Cooper, & Schindler, 2003). Stratified random sampling technique is used where population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample (Ngechu, 2004). A sample of respondents was drawn from the officers in Kuresoi Sub-County, who are at different ranks and experiences in years of service. Others are officers from the former provincial administration service and members of the community who comprised of business men, the youth, women and religious organization leaders who were put into strata's to get a representative sample.

Table 3.2: Sample population

| Category | Population | Percentage | Sample |
|---|-------------------|-------------------|---------------|
| Deputy County Commissioner | 1 | 100 | 1 |
| Senior Assistant County Commissioner | 1 | 100 | 1 |
| Officer Commanding Police Division | 1 | 100 | 1 |
| County Administration Police Commander | 1 | 100 | 1 |
| County Criminal Investigation Officer | 1 | 100 | 1 |
| Officers from Kenya Police | 45 | 50 | 22 |
| Officers from the Administration police | 34 | 50 | 17 |
| Members of public | 30 | 100 | 30 |
| Total | 114 | 100 | 74 |

From the above population of 114 respondents, the study picked 50% of the police officers from the 45 officers from Kenya Police and 34 officers from Administration Police to get 22 and 17 officers respectively. The study picked a 100% for the other high ranking respondents since their population was not too large. A simple random sample of 30 members of the public was considered in this study to give their views on police performance and its effects on business performance and the general economic performance of the whole community. Thus the study sample was 74 respondents. According to Cooper and Schindler (2003) a representative sample is one which is at least 10% of the population thus the choice of 65% is considered as representative. Stratified random sampling technique was used since the population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample. In this case the population was divided into three layers, one of high rank officers, a second one of junior officers and finally a third of local community members.

3.5 Pilot Test

The researcher carried out a pilot study to pre-test and validates the questionnaire and the interview guide. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected. This pilot study involved 10 respondents were not involved in the actual study. The respondents were conveniently selected since statistical conditions are not necessary in the pilot study (Cooper, & Schindler, 2003). The purpose was to refine the questionnaire so that respondents in the actual study would have no problem in answering the questions.

3.5.1 Validity

Validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the

degree to which data collected using a particular instrument represented a specific domain or content of a particular concept (Ngechu, 2004).

According to Mugenda and Mugenda (1999) the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. Expert opinion was also requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the questionnaire. This helped to improve the content validity of the data that was collected.

3.5.2 Reliability

Reliability refers to the consistency of measurement and is assessed using the test retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher also computed a Cronbach alpha score of the instrument used to obtain the primary data. Cronbach alpha ranges between 0-1. Scores between 0-0.6 indicated that the instrument has a low reliability while scores of 0.7 and above indicated that the instrument had a high level of internal consistency and reliability (Cooper, & Schindler, 2003)

3.6 Data Collection

3.6.1 Research Instrument

With respect to projects police performance, this study utilized a questionnaire and an interview guide to collect primary data as used in various previous research projects (Lumpkin, & Dess, 2001). The questionnaire designed in this study comprised of two sections. The first part included the demographic and operational characteristics designed to determine fundamental issues including the demographic characteristics of the respondent. The second part was devoted

to the identification of the strategic risk management and performance of police work in where the four variables of the study were put into focus.

The questionnaire was designed to include both structured and unstructured questions. The structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they were in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth response without feeling held back in revealing of any information.

3.6.2 Data Collection Procedure

This study collected both qualitative and quantitative data using a self-administered questionnaire and an interview guide. Nevertheless, where it was proved difficult for the respondents to complete the instrument immediately, the instrument was left with the respondents and picked later. The instrument was hand delivered and administered at the respondents' place of work to ensure objective response and reduce non-response rate. The results of the pilot study were not included in the actual study. A cover letter from Kenyatta University was taken along to enable the administering of the questionnaire. Each questionnaire was coded and only the researcher had the knowledge on which person responded.

3.7 Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Data collected was quantitative and qualitative in nature. The descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included percentages,

frequencies, mean and standard deviation. In addition, advance statistical techniques (inferential statistics) were also considered. To quantify the strength of the relationship between the variables the researcher conducted a multiple regression.

The regression model is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby Y = Performance of police officers

X₁ = Risk Identification

X₂ = Risk Assessment

X₃ = Risk Mitigation

X₄ = Risk Monitoring

β₁, β₂, β₃, β₄, = Coefficients

ε = Error term

The unstructured questions were analyzed by use of test analysis and specifically thematic test analysis, in which the occurrence or co-occurrence of themes is checked (Roberts and Popping, 1993) a computer program, counts the occurrence of themes in the texts that is the answers from the respondents and codes them in relevance to the intended meaning of the investigator.

3.8 Ethical Considerations

An introductory letter accompanied each questionnaire and interview guide to sought consent and voluntary participation of the respondents. The letter explained the purpose of the research study and assured confidentiality. Consequently, data and information was treated in such a way that it cannot be traced to any particular person and thereby desist from any harm to participants.

Throughout the proposal, the work of others has been acknowledged by use of citation and

references. Again, the principle of objectivity has been observed during the entire research process including the design, data collection, analysis and interpretation of data. The findings of this study were disseminated to allow accessibility by the Ministry, researchers and other interested individuals.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

According to Kassin (1999) about one officer per year is killed in Texas, many are assaulted, and others contract a range of illnesses from work. The study recommended reduction of vulnerability which depends on recognition of these risk factors and implementation of effective prevention strategies a factor of risk identification.

Lusk and Coble (2005) found risk mitigation strategies significantly affect performance of police force in USA. Mazzocchi *et al.*, (2008) concluded that risk mitigation strategies had a greater impact on performance of police force in European (United Kingdom, Italy, Germany, the Netherlands, and France) consumers. However, the importance of reputation increased substantially in the event of a salmonella scare. Schroeder *et al.*, (2007) found that risk mitigation strategies had significant effect on performance of police force in the United States, Canada, Mexico, and Japan.

According to Burke (1999) in his assessment the performance of Australian police force, observed that continuous risk monitoring and control processes provided information that assists with making effective decisions in advance of the risk's re-occurring. The study concluded that Communication to all command levels is needed to assess periodically the acceptability of the level of risk on the police management.

This chapter deals with data analysis, presentation and the interpretation of findings. The data presented includes demographic information. The study sought to determine whether risk

identification, risk mitigation, risk assessment and risk monitoring influences performance of police work at Kuresoi Sub-County.

4.2 Response Rate

From the data obtained, out of the 39 questionnaires administered to 22 officers from Kenya Police and 17 officers from Administration Police, 35 questionnaires were filled and returned. Interview guides was done on the Deputy County Commissioner, the Senior Assistant County Commissioner, the Officer Commanding Police Division, the County Administration Police Commander and County Criminal Investigation Officer. The study also did a Focus Group Discussions on 30 members of public. This represented a 94.59% response rate, which was considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% rated very good. This implies that basing on this assertion; the response rate in this case of 94.59% is very good.

4.3 General Information

In order to achieve the main aim of the study the researcher found it important to seek demographic information of the respondents, the information sought included gender, length of service as police officer.

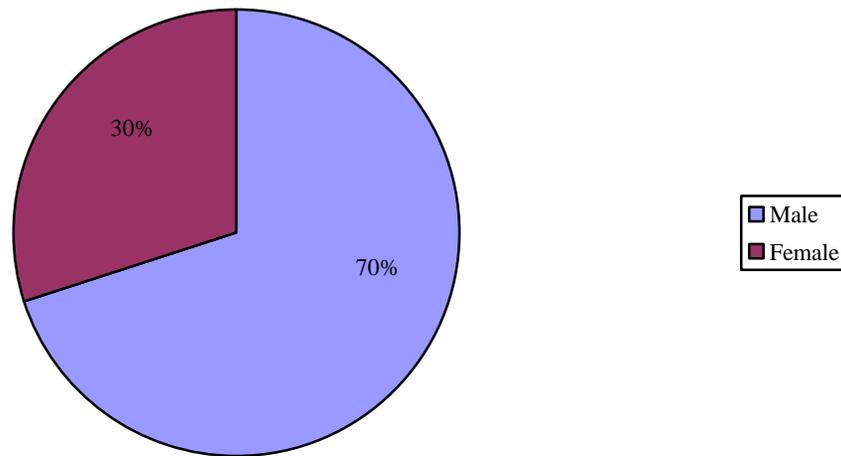


Figure 4.1: Gender of respondents

Field data (2016)

Figure 4.1 indicates that a majority (70%) of the police respondents were male while (30%) were female. This means that the study involved both gender of Kenya police and administrative police. The study also sampled both gender of members. Therefore the view on the influence of strategic risk management on performance of police work was from both genders.

Table 4.1 Duration worked as police officers

| Length | Frequency | Percentage |
|--------------------|-----------|------------|
| Less than 5 years | 5 | 14% |
| 5 - 10 years | 15 | 42% |
| 10 - 15 years | 8 | 23% |
| 15 - 20 years | 5 | 14% |
| More than 20 years | 2 | 7% |
| Total | 35 | 100 |

Field data (2016)

From the Table 4.1 above, majority of the respondents 15 (42%) had worked for a period of 5 - 10 years they are followed by 8 (23%) who had worked between 10 - 15 years. From this it can be deduced majority of officers had been at the police station for duration of over a year. This implies that officers could provide information on the influence of strategic risk management on performance of police work in Kuresoi Sub-County.

Table 4.2 Rank of police officers respondents

| Rank | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Senior sergeant | 5 | 14% |
| Sergeant | 5 | 14% |
| Corporal | 10 | 29% |
| Constable | 15 | 43% |
| Total | 35 | 100 |

Field data (2016)

Table 4.2 shows that majority of the respondents 15 (43%) were constable while 10 (29%) were corporal. A few 5 (14%) of the respondents were senior sergeant and sergeants respectively. This implies that the officers were from various positions and therefore the response on the influence of strategic risk management on performance of police work in Kuresoi Sub-County was diverse.

Table 4.3: Duration of police having been attached to Kuresoi Sub County

| Length | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Less than 2 years | 6 | 17% |
| 3 - 5 years | 20 | 57% |
| 6 - 10 years | 7 | 20% |
| More than 11 years | 2 | 6% |
| Total | 35 | 100% |

Field data (2016)

From the Table 4.3 above, majority of the respondents 20 (57%) had been attached at Kuresoi Sub County for a period of 3 - 5 years they are followed by 7 (20%) who had worked between 6 - 10 years. From this it can be deduced majority of officers had been at the sub county for over a year. This implies that officers could provide information on the influence of risk identification, risk mitigation, risk assessment and risk monitoring on performance of police work.

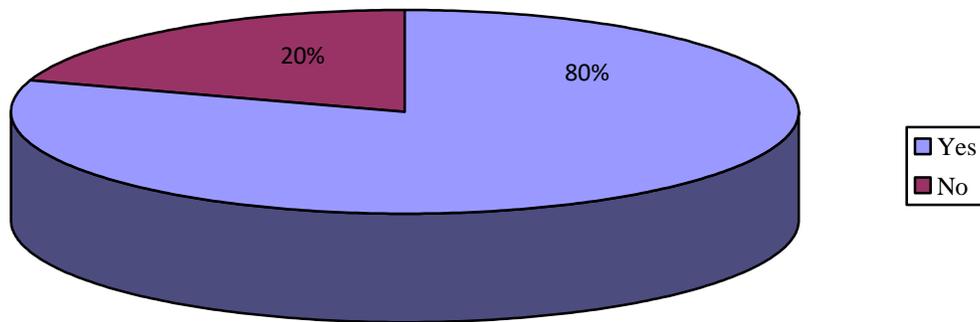


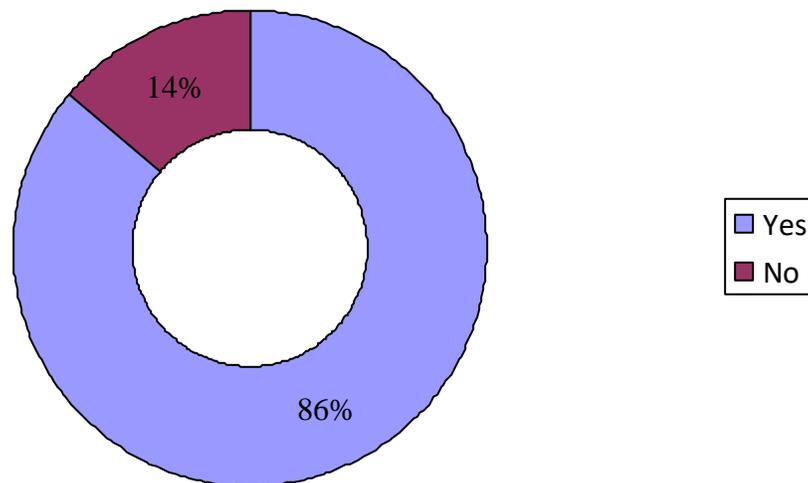
Figure 4.2 Police work has an impact on the business environment in the region
Field data (2016)

Figure 4.2 indicates that majority 28 (80%) of the respondents agreed that police work had an impact on the business environment in the region while 7 (20%) disagreed. This therefore means

that it is necessary for the police to perform well so as to support the businesses in the region. The respondents indicated the security provided by the police make the business safe and enhances the confidence of the residents to do business in the area. The members of the public indicated that they were not satisfied with the way police were performing. They indicated that there were still cases of muggings and theft of property. Police officers roles in today's democratic society are extremely significant and complex (Carter, 2010). They are called on to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community demands for safety (Travis, 2012).

4.4 Effects of Risk Identification on the Performance of Police Work

The study probed the effects of risk identification on the performance of police work by examining the rate of the influence of risk identification on performance of police work. The study investigated the aspects of risk identification and performance of police work.



**Figure 4.3 Risk identification affect performance of police work
Field data (2016)**

Figure 4.3 indicates that majority 30 (86%) of the respondents agreed that risk identification affect performance of police work. A few 5 (14%) indicated disagreed. This therefore means that it is necessary for the police management to enhance risk identification to better the performance of police. This finding is supported by Kassin (1999) who conducted a research on risk identification and performance in policing work. The study found high positive correlation of 0.742 between risk identification and performance in policing; other findings were that Police have a high-risk job compared to many others.

The corporal identified risk identification measures included checking the signs of insecurity in the area to avoid its occurrence. Risk identification is treating the symptoms, rather than the root causes, will give the appearance of activity but will not solve the problem (Mawby, 2000).

Some of the risks that the majority of respondents identified included the loss of life for both the police officers and members of the community. The loss of life affected mainly productive members of the labor market between the ages of 19-55 which led to loss of sole breadwinners in the family and significantly reduced the purchasing power of the general population. Others risks identified included work related stress, family related stress, mental illnesses, corruption, abuse of human rights, engagement in criminal activities and incompetence. Majority suggested that the risks can be identified through: reconnaissance patrols, intelligence collection, community participation, proactive policing and counseling among the officers.

Table 4.4: Rate of the influence of risk identification on performance of police work

| Response | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Very great extent | 22 | 63% |
| Great extent | 5 | 14% |
| Moderate extent | 0 | 0% |
| Little extent | 1 | 3% |
| No extent at all | 7 | 20% |
| Total | 35 | 100% |

Field data (2016)

From the Table 4.4, majority of the respondents 27 (77%) rated the effect of risk identification on police performance to be to a great extent while 7 (20%) rated it to be to no extent at all. A few 1 (3%) indicated the rating to be little. This implies that risk identification influences the performance of the police positively. The police management should therefore improve the risk identification to enhance the police performance. This finding is reflected in a study by Mawby (2000) on effect of risk identification process in prevention of suicide attempts in Egyptian police force established that any further enhancements on risk identification process would reduce/ prevent of suicide attempts in Egyptian police force by a factor of 46%.

Table 4.5: Aspects of risk identification and performance of police work

| Risk identification Elements | Mean | Standard deviation |
|--|-------------|---------------------------|
| Police management identifies and prioritizes all the possible risks and current state of capabilities around managing. | 2.34 | 1.23 |
| Police management identifies gaps in risk management capabilities and improves those capabilities as necessary to implement the risk response. | 3.87 | 1.72 |
| Once priority risks are identified, they are traced to their root causes. | 2.91 | 2.12 |
| Risk identification process provides quality inputs to police decision makers for the purpose of formulating effective risk responses. | 1.23 | 1.15 |

Field data (2016)

Table 4.3 indicated that respondents disagreed that police management identifies and prioritizes all the possible risks and current state of capabilities around managing as indicated by a mean of 2.34. Majority of the respondents as indicated by a mean of 3.87 disagreed that police management identifies gaps in risk management capabilities and improves those capabilities as necessary to implement the risk response. Majority also disagreed that once priority risks are identified, they are traced to their root causes as indicated by a mean of 2.91. Majority of respondents as indicated by 1.23 agreed that risk identification process provides quality inputs to police decision makers for the purpose of formulating effective risk responses.

4.5 Effects of Risk Assessment on the Performance of Police Work

The study investigated the effect of risk assessment of the performance of police work by examining the rate of the effect of risk assessment on performance of police work and aspects of risk assessment and performance of police work.

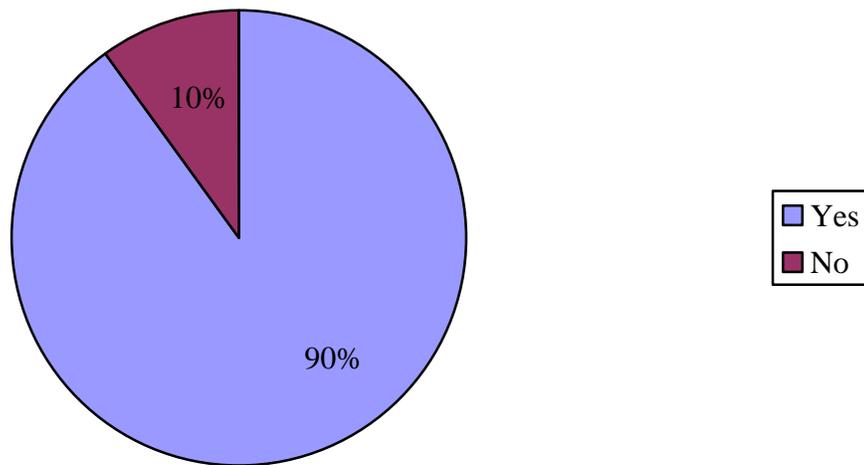


Figure 4.4 Risk assessment affect performance of police work

Field data (2016)

Figure 4.4 indicates that majority 31 (90%) of the respondents agreed that risk assessment affect performance of police work. A few 4 (10%) indicated disagreed. The members of the public indicated some of the risk assessment measures used by the police as collection of information. The police corporal indicated that they do assessment of the significant risk impacts upon their work and they do auditing.

Majority of the respondents pointed out risk assessment affects police work performance because once a particular risk is identified and assessed, the police officers on the ground are armed with information on how to approach the situational risk and respond with the force required.

Some of the risk assessment methods that were frequently captured included, critical infrastructure and key assets inventory, criticality assessment, threat assessment, vulnerability assessment, risk calculation and counter measure identification.

Table 4.6 Rate of the effect of risk assessment on performance of police work

| Response | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Very great extent | 27 | 77% |
| Great extent | 5 | 14% |
| Moderate extent | 1 | 3% |
| Little extent | 0 | 0% |
| No extent at all | 2 | 6% |
| Total | 35 | 100% |

Field data (2016)

From the Table 4.6, majority of the respondents 32 (91%) rated the effect of employees competence on employees performance to be great extent while 2 (6%) rated it to a no extent. A few 1 (3%) indicated the rating to be moderate. This implies that risk assessment influences the performance of police work positively. The management of police should therefore improve the risk assessment in order to enhance police performance.

According to Andersen (2007), risk assessment is a process to identify potential hazards and analyze what could happen if a hazard occurs. Risk assessment is one of actions and procedures of a performance audit process to be undertaken in a priority order.

Table 4.7 Aspects of risk assessment and performance of police work

| Risk assessment Elements | Mean | Standard deviation |
|--|-------------|---------------------------|
| The management offers periodic risk assessment performance of police work | 3.45 | 1.23 |
| Periodic risk assessment enables the police Stay on top of the latest security threat. | 1.59 | 1.62 |
| Periodic risk assessment ensures that the police staff are being vigilant by maintaining a focus on current and possible threats | 2.12 | 1.42 |
| Periodic risk assessment increase awareness and understanding of security issues throughout the police force | 1.78 | 1.84 |
| Periodic risk assessment make smart security investments by prioritizing and focusing on the high-importance, high-payoff items | 2.11 | 1.28 |

Field data (2016)

Majority of the respondents disagreed that the management offers periodic risk assessment performance of police work as revealed by a mean of 3.45. Majority of respondents agreed that periodic risk assessment enables the police Stay on top of the latest security threat as indicated

by mean of 1.59. A mean of 2.12 indicated that majority of respondents agreed that periodic risk assessment ensures that the police staff are being vigilant by maintaining a focus on current and possible threats. Majority of respondents agreed that periodic risk assessment increase awareness and understanding of security issues throughout the police force as indicated by a mean of 1.78. A mean of 2.11 indicated that majority of respondents agreed that periodic risk assessment make smart security investments by prioritizing and focusing on the high-importance, high-payoff items.

4.6 Effects of Risk Mitigation on the Performance of Police Work

This study probed the effect of risk mitigation on the performance of police work by investigating the rate of the effect of risk mitigation on the performance of police work. The study examined the aspects of risk mitigation and performance of police work.

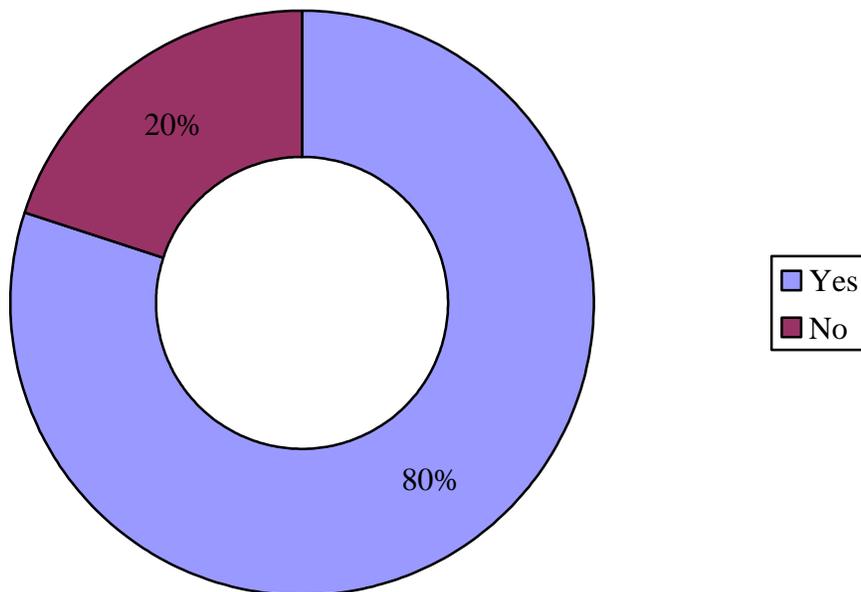


Figure 4.5: Risk mitigation effect on the performance of police work
Field data (2016)

Figure 4.5 indicates that majority 28 (80%) of the respondents agreed that risk mitigation affected the performance of police work while a few 7 (20%) disagreed. Lusk and Coble (2005) found risk mitigation strategies significantly affect performance of police force in USA. Mazzocchi *et al.*, (2008) concluded that risk mitigation strategies had a greater impact on performance of police force in European (United Kingdom, Italy, Germany, the Netherlands, and France) consumers.

The police indicated that they usually identify the risky areas in the sub-county so as to enhance security in the area. According to Braunscheidel, (2009) Risk mitigation progress monitoring includes tracking identified risks, identifying new risks, and evaluating risk process effectiveness throughout the project several studies have demonstrated the importance of ensuring risk mitigation strategies.

They believed that once police officers acquired the capacity to mitigate on the risks identified and assessed through thorough preparation they would reduce the net effect of economical disruption on the businesses in the area. Some of the methods of risk mitigation the study captured included, expedient action on the collected intelligence, increased patrols around business premises, increased and publicized information on reporting on crime indicators and unusual change in environmental behaviour and availing free toll emergency numbers to reach the police and employing private security providers to supplement shortage in police numbers.

Table 4.8 Rate of the effect of risk mitigation on the performance of police work

| Response | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Very great extent | 16 | 46% |
| Great extent | 9 | 26% |
| Moderate extent | 3 | 8% |
| Little extent | 7 | 20% |
| No extent at all | 0 | 0% |
| Total | 35 | 100 |

Field data (2016)

From the Table 4.8, majority of the respondents 25 (72%) rated the effect of risk mitigation on the performance of police work to be to a great extent while 7 (20%) rated it to be to a little extent. A few 3 (8%) indicated the rating to be moderate extent. This implies that risk mitigation influences the performance of police work positively. The police management should therefore improve on the risk mitigation to enhance the performance of police.

Table 4.9: Aspects of risk mitigation and performance of police work

| Risk mitigation elements | Mean | Standard deviation |
|--|-------------|---------------------------|
| The management of police understands the drivers of risk, which makes it easier to design risk metrics and proactive risk responses at the source. | 3.42 | 1.14 |
| The management of police is keen to developing options and actions to enhance opportunities and reduce threats to police performance | 3.56 | 1.29 |
| Risk mitigation and management need to be long-term efforts by the management team | 3.43 | 1.67 |
| Failure to recognize and anticipate changes, uncertainty, and iteration in preparing schedules and budgets can lead to poor performance in police force. | 2.87 | 1.27 |

Field data (2016)

Majority of the respondents disagreed that the management of police understands the drivers of risk, which makes it easier to design risk metrics and proactive risk responses at the source as indicated by a mean of 3.42. A majority of respondents disagreed that the management of police was keen to developing options and actions to enhance opportunities and reduce threats to police performance as indicated by a mean of 3.56.

Majority of the respondents disagreed that risk mitigation and management need to be long-term efforts by the management team as indicated that 3.43. Majority also disagreed that failure to

recognize and anticipate changes, uncertainty, and iteration in preparing schedules and budgets can lead to poor performance in police force as shown by a mean of 2.87.

4.7 Effects of Risk Monitoring on the Performance of Police Work

The study investigated the risk monitoring on the performance of police work by probing the rate of the effect of risk monitoring on the performance of police work and the aspects of risk monitoring and performance of police work.

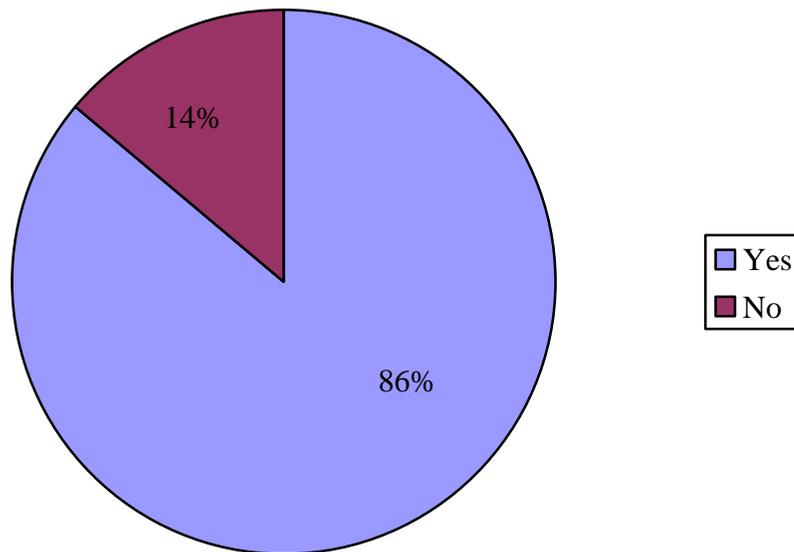


Figure 4.6: Risk monitoring affect the performance of police work

Field data (2016)

Figure 4.6 indicates that majority (86%) of the respondents agreed that risk monitoring affects the performance of the police work while a few (14%) disagreed. This means that the police management should enhance risk monitoring in order to better the performance of the police.

This finding is highlighted by Burke (1999) in his assessment of the performance of Australian police force, he observed that continuous risk monitoring and control processes provided information that assists with making effective decisions in advance of the risk's re-occurring. The study concluded that communication to all command levels is needed to assess periodically the acceptability of the level of risk on the police management. The respondents suggested the following methods to be employed by police in monitoring; establish effective feedback systems, undertake risk audits, variance and crime trend analysis, use of crime charts and clocks and also ability to measure response rate and willingness of local communities to cooperate and provide criminal intelligence.

Table 4.10 Rate of the effect of risk monitoring on the performance of police work

| Response | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Very great extent | 18 | 51% |
| Great extent | 9 | 26% |
| Moderate extent | 2 | 6% |
| Little extent | 6 | 17% |
| No extent at all | 0 | 0% |
| Total | 35 | 100% |

Field data (2016)

From the Table 4.10, majority of the respondents 27 (77%) rated the effect of risk monitoring on performance of police work to be great extent while 6 (17%) rated it to be to a little extent. A few 2 (6%) indicated the rating to be moderate. This implies that risk monitoring influences the

performance of police work positively. The police service should therefore improve risk monitoring to enhance the employees' performance.

An investigation by Huber, (2012) on the risk monitoring and control and effectiveness of police reforms in Kenya. The study established that police should every year publish its plans, priorities and objectives for the year. This was intended to enhance transparency in police policy-making and to enable monitoring of the efficiency and effectiveness of the police service (Rauch, 2000). Rauch also observed that a statutory community-Police Forums was created where local police station commissioners would liaise with, and account to, the local community. It was also created independent complaints directorate which would receive and investigate public complaints of police misconduct, the directorate would be independent of the police and would report directly to the minister of safety and security. All these efforts were aimed at enhancing police reforms and accountability.

Table 4.11 Aspects of risk monitoring and performance of police work

| Risk monitoring Elements | Mean | Standard deviation |
|--|-------------|---------------------------|
| Periodically the management of police ensures that the effectiveness of risk mitigation activities are monitored as well | 4.12 | 1.67 |
| The management of police identifies alternative mitigation strategies, methods, and tools for each major risk. | 4.45 | 1.59 |
| The management of police selects and commits the resources required for specific risk mitigation alternatives. | 4.23 | 1.24 |
| Currently the management of police should develop standards for a consistent risk mitigation planning process | 1.65 | 1.52 |

Field data (2016)

Table 4.11 indicates that majority of the respondents disagreed that periodically the management of police ensures that the effectiveness of risk mitigation activities are monitored as well as indicated by a mean of 4.12. Majority of the respondents disagreed that the management of police identifies alternative mitigation strategies, methods, and tools for each major risk as a mean of 4.45. Majority of respondents disagreed that the management of police selects and commits the resources required for specific risk mitigation alternatives as indicated by a mean of 4.23. Majority agreed that currently the management of police should develop standards for a consistent risk mitigation planning process as indicated by mean of 1.65.

4.8 Performance of Police

The study investigated the performance of the police at Kuresoi Sub County by probing the rate of performance of police work and risk management procedures and performance of police.

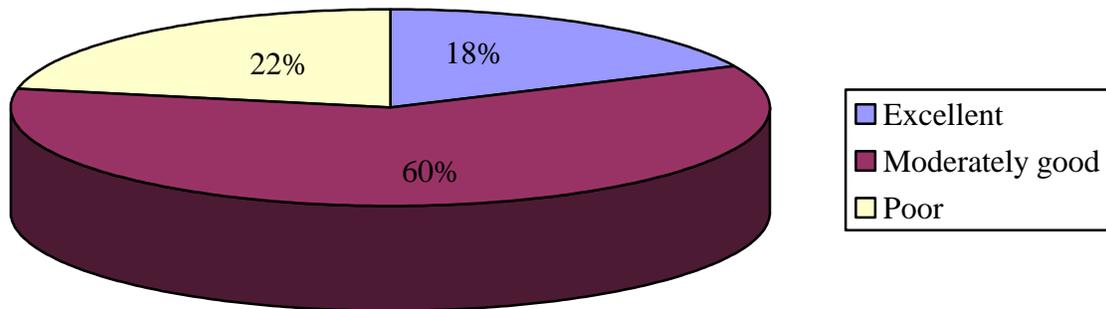


Figure 4.7: Rate of performance of police work

Field data (2016)

Figure 4.7 indicates that majority of the respondents indicated that the performance of police work to be moderately good while (22%) indicated it to be poor. A few (18%) indicated the performance to be excellent. Performance in the police force in Kenya has been deteriorating (Carter and Sapp, 2011). Every day, criminal activities are experienced. Road accidents are on the increase with more productive people who are bread winners dying every day, banking institutions, commercial centers and individuals in business lose cash at the hands of organized criminal gangs, minors are raped, corruption is on the increase.

Table 4.12 Risk Management Procedures and performance of police

| Statements | Mean | Standard deviation |
|--|-------------|---------------------------|
| Performance of police depends on the development of a comprehensive risk management framework. | 1.15 | 1.29 |
| Managers in police sector are likely to improve police performance by employing risk management strategies. | 1.67 | 1.47 |
| Risk management requires identifying its sources, measuring it, and plans to address them. | 1.14 | 1.22 |
| Police are able to identify high-risk populations who do not routinely ask for police assistance when they need it | 3.88 | 1.22 |
| There is improved police accuracy and estimate of the response time to citizens | 2.67 | 2.47 |
| There is improved case clearance rates in police stations | 3.38 | 1.25 |
| Efforts in risk management in police force has reduced crime levels | 1.57 | 1.14 |

Field data (2016)

Table 4.12 indicates that majority of the respondents agreed that performance of police depends on the development of a comprehensive risk management framework as indicated by a mean of 1.15. Majority of the respondents agreed that managers in police sector are likely to improve police performance by employing risk management strategies as revealed by 1.67. Majority of respondents as indicated by a mean of 1.14 agreed that risk management requires identifying its sources, measuring it, and plans to address them. Majority of respondents disagreed that police

are able to identify high-risk populations who do not routinely ask for police assistance when they need it as indicated by a mean of 3.88. Majority of respondents disagreed that there was improved police accuracy and estimate of the response time to citizens as indicated by a mean of 2.67. Majority disagreed that there was improved case clearance rates in police stations as indicated by a mean of 3.38. Majority of respondents agreed that efforts in risk management in police force have reduced crime levels as showed by a mean of 1.57.

4.9 Regression

Regression analysis of risk identification, risk mitigation, risk assessment and risk monitoring against performance of police work index was done. The findings are indicated in Table 4.13.

Table 4.13 Regression model Summary

| R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | Durbin-Watson |
|----------|-------------------|----------------------------|-------------------|----|---------------|
| | | | F Change | df | |
| .6084 | .56 | .64593 | 2.970 | 2 | 2.090 |

Field data (2016)

The regression had a correlation coefficient (R^2) of about 0.6084 and an adjusted R^2 of 0.56. This means that risk identification, risk mitigation, risk assessment and risk monitoring explain 56 percent of the variations in performance of police work. This means that there are other factors that influence performance of police work that were not covered in this study. The other factors are represented by 44%. F test is used to test the significance of R^2 , which is the same as testing the significance of the model as a whole with a probability of 0.00 at 5% significance level indicated that the joint contribution of the independent variables was significant in predicting the dependent variable.

Table 4.14 Anova

| Model | Sum of squares | Df | Mean Square | F | Sig |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 49.136 | 1 | 12.5243 | 23.871 | 0.00 ^b |
| Residual | 28.821 | 104 | 0.6291 | | |
| Total | 77.957 | 105 | | | |

Field data (2016)

Table 4.14 shows the results of the regression analysis based on the sign of the coefficient of 0.00. This means the joint contribution of the four factors: risk identification, risk mitigation, risk assessment and risk monitoring positively influence performance of police work. This indicates that the other factors that affect performance of police work and have not been included in the model are statistically significant in determining the performance. The constant is also positively related to performance of police work implying that the impact of these factors which are not in the model will influence the police performance positively.

Table 4.15 Regression coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | T | |
| (Constant) | .512 | .160 | | 3.4 | .022 |
| Risk identification | 1.237 | .541 | .52 | 2.738 | 0.01 |
| Risk mitigation | .8593 | .368 | .40 | 2.335 | 0.02 |
| Risk assessment | 1.281 | .471 | .411 | 2.720 | 0.01 |
| Risk monitoring | 1.271 | .357 | .123 | 2.433 | 0.05 |

Field data (2016)

Dependent variable: Performance of police work

Hence the resultant regression model is:

$$PPW=0.521 + 1.237RI + 0.8593RMI + 1.281RA + 1.271RM + e$$

Risk assessment is positively related to performance of police work and has the most statistically significant coefficient as indicated by a P value of 0.01 which is statistically significant at 5%.

This means that risk assessment affects performance of police work, such that many respondents believed that with an increase in risk assessment performance of police work would significantly improve.

There is a positive relationship between performance of police work and the risk mitigation. Risk mitigation also has a statistically significant coefficient as indicated by a P value of 0.02 which is statistically significant at 5%. Risk mitigation is therefore contributing towards performance of police work. A majority of respondent had a view that if police would be trained not only to respond to risk but mitigate and reduce the chances of the risks occurring, the police performance would improve significantly and would be an indication of their deep grasp on issues of risk management.

The risk identification is positively related to the performance of police work. This is shown by the positive sign of the coefficient. The coefficient of risk identification is also statistically significant as indicated by a P value of 0.01 which is statistically significant at 5%. On the risk identification, the study found out that the risk identification is important in performance of police work. This the respondent believed that if police officers in Kuresoi sub county would cooperate with the locals and get information on various risks that faced the local business community they would be able to be proactive in preventing these risks. Such prevention would lead to successful business operations and significantly improve police performance in the sub county.

Risk monitoring is positively related to the performance of police work. This is shown by the positive sign of the coefficient. The coefficient is statistically significant as indicated by a P value of 0.05 which is statistically significant at 5%. This means that risk monitoring affects performance of police work. Majority of respondents believed that apart from risk identification, assessment and mitigation, risk monitoring is quite significant because it would reveal whether

the plans employed by police from the beginning are working and on track or they would need to be readjusted or replaced altogether.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The cumulative data was analyzed using qualitative and quantitative analysis and presented in form of frequency tables and graphs.

5.2 Summary

The aim of Risk management is three fold; it must identify the risk, undertake an objective analysis of risk specific to the organization, and respond to the risk in an appropriate manner. Risk management is not an end in and of itself, but rather part of sound organizational practices that include planning, preparedness, program evaluation, process improvement, and budget priority development. With increased insecurity investors and tourists get scared and keep off and as such huge resources have to be used to lure them back to the country. Development is challenged and slowed down by insecurity. In an effort to perform their duties, the police in this area have been accused of being slow in responding to social ills and not willing to offer free, fair and selfless service and sometimes seen to undertake inappropriate measures, hence defeating their primary objective to maintain law and order. This study therefore analyzed the strategic risk management and performance of police work in Kuresoi Sub-County, Kenya. The objectives of the study included to analyze the effects of risk identification on the performance of

police work, to examine the effects of risk assessment on the performance of police work, To find out the effects of risk mitigation on the performance of police work and to analyze the effects of risk monitoring on the performance of police work in Kuresoi Sub County. The findings of the study are discussed below.

Majority of the respondents agreed that risk monitoring affects the performance of the police work. This means that the police management should enhance risk monitoring in order to better the performance of the police. Majority of the respondents rated the effect of risk monitoring on performance of police work to be great extent. This implies that risk monitoring influences the performance of police work positively. The bank should therefore improve risk monitoring to enhance the employees' performance. Majority of the respondents disagreed that periodically the management of police ensures that the effectiveness of risk mitigation activities are monitored as well as indicated by a mean of 4.12. Majority of the respondents disagreed that the management of police identifies alternative mitigation strategies, methods, and tools for each major risk. Majority of respondents disagreed that the management of police selects and commits the resources required for specific risk mitigation alternatives. Majority agreed that currently the management of police should develop standards for a consistent risk mitigation planning process. Majority of the respondents disagreed that the management of police understands the drivers of risk, which makes it easier to design risk metrics and proactive risk responses at the source. A majority of respondents disagreed that the management of police was keen to developing options and actions to enhance opportunities and reduce threats to police performance. Majority of the respondents disagreed that risk mitigation and management need to be long-term efforts by the management team. Majority also disagreed that failure to recognize and anticipate changes,

uncertainty, and iteration in preparing schedules and budgets can lead to poor performance in police force. Majority of the respondents rated the effect of risk mitigation on the performance of police work to be to a great extent. This implies that risk mitigation influences the performance of police work positively. The police management should therefore improve on the risk mitigation to enhance the performance of police. Majority of the respondents agreed that risk mitigation affected the performance of police work. The police indicated that they usually identify the risky areas in the sub-county so as to enhance security in the area.

Majority of the respondents agreed that risk assessment affect performance of police work. The members of the public indicated some of the risk assessment measures used by the police as collection of information. Majority of the respondents disagreed that the management offers periodic risk assessment performance of police work. Majority of respondents agreed that periodic risk assessment enables the police Stay on top of the latest security threat. Majority of respondents agreed that periodic risk assessment ensures that the police staff is being vigilant by maintaining a focus on current and possible threats. Majority of respondents agreed that periodic risk assessment increase awareness and understanding of security issues throughout the police force. Majority of respondents agreed that periodic risk assessment make smart security investments by prioritizing and focusing on the high-importance, high-payoff items.

Majority of the respondents rated the effect of employees' competence on employees' performance to be great extent. This implies that risk assessment influences the performance of police work positively. The management of police should therefore improve the risk assessment in order to enhance police performance.

Majority of the respondents agreed that risk identification affect performance of police work.. This therefore means that it is necessary for the police management to enhance risk identification to better the performance of police. Majority of the respondents rated the effect of risk identification on police performance to be to a great extent. This implies that risk identification influences the performance of the police positively. The police management should therefore improve the risk identification to enhance the police performance. Majority of respondents disagreed that police management identifies and prioritizes all the possible risks and current state of capabilities around managing. Majority of the respondents disagreed that police management identifies gaps in risk management capabilities and improves those capabilities as necessary to implement the risk response. Majority also disagreed that once priority risks are identified, they are traced to their root causes. Majority of respondents indicated that risk identification process provides quality inputs to police decision makers for the purpose of formulating effective risk responses.

5.3 Conclusion

It can be concluded from the findings that risk monitoring affects the performance of the police work. This is because it was indicated that the corporal usually check the areas which were vulnerable to insecurity. This helps them to be in touch of the occurrences or plans of the area.

The findings also showed that risk mitigation affected the performance of police work. The response indicated that risk mitigation helped to avoid insecurity occurrences.

It can be concluded risk assessment affect performance of police work. The police practice risk assessment through collection of information from the residents.

It can also be concluded that risk identification affect performance of police work. This is because it leads to checking the risks associated with insecurity in the area.

From the regression analysis, it can be concluded that risk identification and risk assessment mostly influenced the performance of police work since it had the least p-value of 0.01 compared to 0.02 for risk mitigation and 0.05 for risk monitoring.

5.4 Recommendation

The police management should enhance risk identification, risk mitigation, risk assessment and risk monitoring so as to improve performance of police work. This can be done by holding workshops to enlighten the police on strategic risk management practices that can enhance police performance.

5.5 Area for Further Research

Opportunities for further research still exist in this area. The study examined only four strategic risk management factors that influence performance of police work; therefore, further research should be carried out on evaluating more strategic risk management factors that influence performance of police work.

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APPENDICES

Appendix I: Questionnaire for the Police Officers

1. What is your gender?

Male Female

2. For how long have you worked as police officer?

Less than 5 years

5 - 10 years

10 - 15 years

15 - 20 years

More than 20 years

3. Please indicate your rank

.....
.....
.....

4. For how long have you been attached to Kuresoi Sub County?

Less than 2 years

3 - 5 years

6 - 10 years

More than 11 years

5. Does the police work have any impact on the business environment in this region?

Yes () No ()

If yes, kindly explain how

.....
.....

6. Is the business community satisfied with services provided by the police force in the area?

.....

 14.To what extent does risk assessment affect performance of police work?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Little extent ()
- Mo extent at all ()

15. Indicate your level of agreement with the following aspects of risk assessment and performance of police work in Kuresoi. (Scale 1 = strongly Agree, 2 = disagree, 3= moderate 4 = Agree, 5 = Strongly Agree)

| Risk assessment Elements | Level | | | | |
|---|-------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| The management offers periodic risk assessment performance of police work in Kuresoi. | | | | | |
| Periodic risk assessment enables the police Stay on top of the latest security threat. | | | | | |
| Periodic risk assessment ensures that the police staff in Kuresoi are being vigilant by maintaining a focus on current and possible threats | | | | | |
| Periodic risk assessment increase awareness and understanding of security issues throughout the police force | | | | | |
| Periodic risk assessment Make smart security investments by prioritizing and focusing on the high-importance, high-payoff items | | | | | |

16. Suggest other risk assessment measures that can be used to enhance performance of police work in Kuresoi Sub County?

.....
.....
.....
Section D: Risk mitigation

17. Does risk mitigation affect the performance of police work in Kuresoi Sub County?

Yes () No ()

If yes kindly explain?

.....
.....
.....

18. Indicate some of the risk mitigation measures used to enhance performance of police work in Kuresoi Sub County.

.....
.....
.....

19. To what extent does risk mitigation affect the performance of police work in Kuresoi Sub County?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

Mo extent at all ()

20. Indicate your level of agreement with the following aspects of risk mitigation and performance of police work in Kuresoi. (Scale 1 = strongly Agree, 2 = disagree, 3= moderate 4 = Agree, 5 = Strongly Agree)

Moderate extent ()

Little extent ()

Mo extent at all ()

24. Indicate some of the risk monitoring measures used to enhance performance of police work in Kuresoi Sub County.

.....
.....
.....

25. Indicate your level of agreement with the following aspects of risk monitoring and performance of police work in Kuresoi. (Scale 1 = strongly Agree, 2 = disagree, 3= moderate 4 = Agree, 5 = Strongly Agree)

| Risk monitoring Elements | Level | | | | |
|--|-------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Periodically the management of police in Kuresoi ensures that the effectiveness of risk mitigation activities are monitored as well | | | | | |
| The management of police in Kuresoi Identify alternative mitigation strategies, methods, and tools for each major risk. | | | | | |
| The management of police in Kuresoi Selects and commit the resources required for specific risk mitigation alternatives. Currently the management of police in Kuresoi should develop standards for a consistent risk mitigation planning process | | | | | |

Section F: Performance of police

26. How would you rate the performance of police work in Kuresoi Sub County?

Excellent, ()

Moderately good ()

Poor ()

27. Kindly explain your answer above

.....
.....

28. Statements relating to Risk Management Procedures and performance of police

(1 = strongly Agree, 2 = disagree, 3= moderate 4 = Agree , 5 = Strongly Agree)

| Statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Performance of police depends on the development of a comprehensive risk management framework. | | | | | |
| Managers in police sector are likely to improve police performance by employing risk management strategies. | | | | | |
| Risk management requires identifying its sources, measuring it, and plans to address them. | | | | | |
| police in Kuresoi are able to identify high-risk populations who do not routinely ask for police assistance when they need it | | | | | |
| There is improved police accuracy and estimate of the response time to citizens in Kuresoi | | | | | |
| There is improved case Clearance rates in police stations in in Kuresoi | | | | | |
| Efforts in risk management in police force has is reduced crime levels in Kuresoi | | | | | |

Thank you for your time

Appendix II: Focus Group Discussion for the Members of the Public

Instructions: **Fill in the blank spaces below; ask for clarification where not sure, write with eligible handwriting, and Please, DO NOT write your name on the guide.**

1. Kindly describe the level of police effectiveness in their work?

.....
.....

2. In your opinion, do you think they are doing their level best in enhancing security?

.....
.....

3. Have their actions affected your business either positively or negatively?

.....
.....
.....

4. Do you think the police force carry an effective strategic risk management?

.....
.....
.....

5. If the strategic risk has failed, what do you think would have caused the failure?

.....
.....

6. What do you think the police should do to improve the business environment in your region?

.....
.....

Appendix III: Interview Guide for the Members of the Public

Instructions: **Fill in the blank spaces below; ask for clarification where not sure, writes with eligible handwriting, and Please, DO NOT write your name on the guide.**

1. Kindly describe the level of police effectiveness in their work?

.....
.....

2. In your opinion, do you think they are doing their level best in enhancing security?

.....
.....

3. Have their actions affected your business either positively or negatively?

.....
.....
.....

4. Do you think the police force carry an effective strategic risk management?

.....
.....
.....

5. If the strategic risk has failed, what do you think would have caused the failure?

.....
.....

6. What do you think the police should do to improve the business environment in your region?

.....
.....

Appendix IV: Permit for Data Collection



**KENYATTA UNIVERSITY
SCHOOL OF BUSINESS
DOCTORAL AND MBA PROGRAMMES COORDINATION OFFICE**

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P.O Box 43844 - 00100
Nairobi, Kenya

12th April, 2016

TO WHOM IT MAY CONCERN:

REF: KU/MBA-PHD/RECOMM. LETTERS/VOL IV (9)

RE: SAMUEL NJOROGE MBUGUA - D53/OL/CTY/23514/2013

This is to confirm that the above named is a Master of Business Administration (**Strategic Management Option**) student in the **School of Business, Kenyatta University**.

He is through with course work and has successfully defended his MBA Project proposal (**Strategic risk management and performance of police work in Nakuru County, Kenya**). He has done all the corrections that were pointed out by the examiners during the defense and he is now embarking on data collection.

Any assistance accorded to him will be much appreciated by this office.

Thank you.

A handwritten signature in blue ink, appearing to read 'Samuel Maina'.



**SAMUEL MAINA (PhD)
COORDINATOR, DOCTORAL AND MBA PROGRAMMES**

SM/tw