EFFECTS OF NON-FINANCIAL REWARDS ON EMPLOYEE PERFORMANCE IN NATIONAL POLICE SERVICE IN KENYA. CASE OF GENERAL SERVICE UNIT OFFICERS IN NAIROBI

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A RESEARCH PROJECT SUBMITTED TO HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER OF PUBLIC POLICY AND ADMINISTRATION DEGREE OF THE KENYATTA UNIVERSITY.

2018
DECLARATION

Declaration by Student:
This project is my original work and has not been submitted or presented for a degree in any other university or for any award.

Sign ........................................ Date........................................

ZIPHORAH MULIMI KINGOO

Declaration by Supervisor:
This project has been submitted for the review with my approval as the University Supervisor.

Signature: ................................. Date ............................

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DEDICATION

I dedicate this research project to my beloved Newton Kimae, Destiny, Eden and my mentor Sir. Charles Aoma for their support and encouragement throughout this course and to my family and friends for their help and support.
ACKNOWLEDGEMENT

First and foremost, I express my profound gratitude to The Almighty God for His protection, mercies and for granting me the elegance to come to this level in my academic endeavors.

I would like to express my utmost gratitude to all those who contributed towards the completion of this project. I also thank my classmates from the Kenyatta University for their support and great concern. I also acknowledge the support from my work mates at the GSU who understood me and my job performance during this busy time and stood with me.

I also acknowledge and thank my abled supervisor Dr. Jane Njoroge for her key advice concerning the requirements and general project guidelines. She took time from her busy academic schedule to respond to my enquiry in a very helpful and detailed way. This advise proved essential to whatever small success this project may have achieved.

I convey my appreciation to the Inspector General of the National Police Service and the Commandant General Service Unit for allowing me to do research in their institution and helped me in getting the information.

Finally, I acknowledge the contribution of everyone who facilitated this study and whose names are not mentioned. Finally acknowledgement also goes to my college mates who have showed me the way and kept the organization running during all these times.
ABSTRACT

This study sought to assess the Non-financial factors that influence performance in the National Police Service in Kenya; the study focused on the General Service Unit officers Headquarters. This study established the effects of working conditions, recognition at place of work and employee training among the General Service Unit officers. General Service Unit is faced with issues of efficiency in operation, productivity and high staff turnover. The security system has also deteriorated causing inadequate security for citizens and their property. Low morale, lack of professionalism, inadequate resources, political interference and rampant corruption within the service in general, are some of the factors advanced as the causes of this state. There is very little evaluative literature on non-financial motivational factors in the Kenya Police Service and in particular among General Service Unit officers. The study to assess the non-financial factors that influence levels of motivation among General Service Unit officers therefore informed on the effective interventions, provided information to policy makers and stakeholders and also created opportunities for further research. This study was informed by Disconfirmation theory and V’room expectancy theory. The site of the study was General Service Unit Headquarters - Ruaraka in Nairobi County in Kenya whereby primary data was collected from 400 officers of various ranks. Additional information was sought from three key informants to be selected from General Service Unit headquarters, Kenya Police Service and the National Police Service Commission. The research utilized Survey design to collect both qualitative and quantitative data from respondents. From the population of the study, the researcher used systematic random sampling to select 400 out of the 4000 officers of various ranks from General Service Unit Headquarters in Ruaraka. Data was collected by the use of tools such as a structured questionnaire containing open and closed ended questions and an interview guide. The collected quantitative data in form of the completed questionnaires was analyzed using Microsoft excel. Qualitative data underwent content analysis. The researcher drew inferences and interpretations from both results which formed the basis of the study findings and conclusions. The study found out that the adjusted r2 was 0.559873053. the recognition, training and working condition was found to be relevant. The study concluded that there is a positive and significant relationship between recognition, training and working condition and the performance of police officers in Kenya. The study recommended the national police service to improve on service quality dimensions, strengthen systems and processes and also intensify training for staff at the national police service.
## LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>A.C.P</td>
<td>Assistant Commissioner of Police</td>
</tr>
<tr>
<td>D.I.G</td>
<td>Deputy Inspector General</td>
</tr>
<tr>
<td>D.C.I</td>
<td>Director of Criminal Investigation</td>
</tr>
<tr>
<td>G.S.U</td>
<td>General Service Unit</td>
</tr>
<tr>
<td>I.G</td>
<td>Inspector General</td>
</tr>
<tr>
<td>K.P.S</td>
<td>Kenya Police Service</td>
</tr>
<tr>
<td>N.AP.C</td>
<td>Nairobi Area Police Command</td>
</tr>
<tr>
<td>N.C.O’S</td>
<td>Non Commissioned officers</td>
</tr>
<tr>
<td>N.P.M</td>
<td>New Public Management</td>
</tr>
<tr>
<td>N.P.S</td>
<td>National Police Service</td>
</tr>
<tr>
<td>N.P.S.C</td>
<td>National Police Service commission</td>
</tr>
<tr>
<td>P.C</td>
<td>Police Constable</td>
</tr>
<tr>
<td>S.P</td>
<td>Superintendent of Police</td>
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<tr>
<td>S.S.P</td>
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OPERATIONAL DEFINITION OF TERMS

**Employee Performance:** the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed by employees.

**Non-financial Rewards:** – Remunerations and or compensations that are not financial in nature i.e. good working conditions and work ethics, proper training and professionalism.

**Organization:** An entity comprising multiple people, such as an institution or an association that has a collective goal and is linked to an external environment, in this case the General Service Unit.

**Training:** The process of helping employees to improve knowledge, skills and enhance performance on the work space.

**Working conditions:** the conditions in which an individual or staff works including but not limited to stress, amenities, degree of safety, physical, social and or psychological space.

**Recognition:** the act identifying someone for previous encounters or knowledge, i.e. acknowledgement for or of existence, validity and work done.

**Rewards:** – Recompenses after work done.
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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Historically, the police service of Kenya has over the years been faced with many daunting challenges in its quest to perform well. Among these are excessive bureaucracy, political interference, corruption, unattractive working conditions and poor work ethics, lack of proper training and professionalism, development and experience, lack of recognition, inadequate resources among others. Performance of police officers is not a privilege, but a legitimate expectation in a civilized and democratic modern society. The public service was evaluated based on one criterion i.e. its effectiveness on performance which meet the basic needs of all citizens in a country and our case study Nairobi County – the General Service Unit Police Headquarters. Provision of services by the police service is critical for the efficiency of security and management of crime in any country, hence if these services are inadequate, will negatively impact on the performance of police officers thus impacting on the entire nation.

Empirically changing the police strategically is not a simple task a change in strategy often has meant increase in efficiency of police personnel (Stolnick, 2014). A historical description of American policing will help shed light on issues of historical police performance. The ways American police operate today remain deeply rooted in the ways of Political Era-1840s to early 1900s. The Era was highlighted by a strong political interference in police operations and organizations predominantly controlled by white politicians in a decentralized manner on award structure (Dantzker M. 2009). American policing is a product of the English heritage. The British colonist brought with them the criminal justice system of their country. This included English common law; the high
value placed on individual rights; the court system; forms of punishment and law enforcement institutions (Edo, 2010).

Since independence the public sector of the Kenya National Police Service has undergone a number of reforms in order to meet the needs and aspirations of the citizenry. The public sector has been under increasing pressure to improve upon service delivery and to demonstrate that it is customer-centric and not human brutality oriented. Public sector organizations are responsible and accountable to the citizens and communities of their counties and countries as well as to their customers or clients. According to Gowan et al (2011), service provision is more complex in the public sector than in the private sector. This is because it is not simply a matter of meeting expressed needs but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. It goes without saying that compared to the private sector, service quality and customer satisfaction in the public sector largely leaves much to be desired. Also a lot of work has gone into studying good performance and customer (clients) satisfaction in the private sector. Though some work on the subject has been done in the public sector as well, it does not match the scale or volume of work done in the private sector. Performance is given high premium in the private sector as it holds the key to survival, competitiveness, customer satisfaction and customer loyalty. Contrastingly, a lot of public sector organizations lack the culture, systems and processes to deliver high quality services. It is against this backdrop that this study is being undertaken. Provision of services by the police service is critical for the efficiency of security and management of crime in any country. These services if inadequate will negatively impact on the performance of police officers. A study conducted in the United States of America on officers under stress revealed that the
police work often exposes officers to stress or trauma which affects their ability to perform effectively (Moss Brunetto & Farr-Wharton, 2012).

This impact of stress, exposure or exposure to traumatic incidents shows that there has been a growing concern about the potential risks posed by the police officers whose psychological well-being has been affected by their work thus the need to assess and support officers who have been involved in critical incidents through provisions of better services in ensuring that they are fit for service. In Africa, the role of various factors on the performance of police officers is subject of great concern, for instance, in Nigeria just like Kenya, incidents of neglect of welfare services of police officers in the country has been reported due to the absence of a comprehensive and sustainable welfare policy, inadequate and improper budgetary allocations by the government and corruption both in the budgeting and expenditure processes, making the performance of the Kenyan National Police Service personnel remain sub-optimal as their welfare is not given due attention (Alemika, 2008).

Studies conducted in the Republic of Kenya on effects of employee promotion on performance, motivation and engagement on officers all revealed that the police work often exposes officers to pathetic working conditions coupled with stress and lack of recognition which affects their ability to perform efficiently and effectively (world at work survey2012). The government of kenya, (GOK, 2013) is developing a comprehensive policy to act as a guide to training, recognizing, working conditions, professionalism, career progression and terms of service programs for employees in the national police service and those of public sector at large (Directorate of Personnel Management (2012). This impact of poor performance, exposure to poor working
conditions and lack of recognition shows that there has been a growing concern about the potential risks posed by the police officers whose physical, social and psychological well-being has been seriously distraughted by their work thus the need to assess and support officers who have been involved in critical incidents through provisions of better working conditions, inclusivity in decision making, efficient training services and recognition thus ensuring that they are fit for service. The role of various factors on the performance of police officers is subject of great concern, for instance, research on Gsu officers under stress revealed that the police work often exposes officers to pressure which affects their ability to perform meritoriously (Moss Brunetto & Farr-Wharton, 2012).

More studies in Kenya, have shown that currently 25% of police officers are not housed at all, contrary to Kenyan conditions of service. Out of the 75% who reside in police accommodations, only half have decent accommodations, the rest live in uncompleted buildings, offices, garages with many of these quarters overcrowded with married and single police officers being forced to share single rooms. Other Units were found to be dilapidated while a number of officers lived in tents, tin huts, timber or grass thatched mud structures. The resultant effect has been decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers. In some Stations, civilians are occupying houses meant for police officers. (Naikuni, June 2012); (Ransely Task force 2009). It has also been reported that in India the police department is neglected and it needs sufficient budgetary allocations by the government so as to provide essential facilities and welfare services for effective policing (Ankita, 2010). However, provisions of welfare facilities in India has been made obligatory especially the recreational facilities for employees to stem out the problem of lack of commitment
on the part of the workers thereby improving their productivity which is possible with the satisfaction of labour (Manju and Mishra, 2012).

In Kenya, the police department is a law enforcement agent in the country which among others ensures that law and order is enforced and maintained, citizen’s lives and properties are protected, preservation of peace, prevention and detection of crime, apprehension of offenders, reduce civil disorder in a civilized manner and their power include Legitimate life of the force; or “SERVICE” as is. It was until 1895 that there emerged a POLICE FORCE in Kenya. The Imperial East African British Company (IEABC) which had started business trade along the Coast of Kenya was the only entity which had security, they had started all their stations where they employed watchmen and guards known as “Askaris” with the first being recruited in 1887 under Sir. William Mackinnon. However, a study conducted by Hon. Rtd Philip Ransley in 2009 reveals that serious problems ranging from poor working conditions to lack of employee’s welfare services is a subject of great concern as a police officer can barely enforce law and order with such constraints and the type of modern crimes committed in todays’ crime space like cyber-crime, drugs and arms trafficking, terrorism and marine piracy (republic of Kenya, 2016).

Efforts by the government, private sector and other stakeholders to eliminate occupational incidents and injuries through sound healthy and safety has been very difficult due to various challenges facing the services such as the facilities, training, community support among others are poor in the developing countries (Morwabe, 2009). An overview of the security situation in Kenya reveals several sophisticated and
complex challenges that calls for an in depth study on performance with a view to improving service delivery and peace initiatives, non-state actors have taken a more active role (Daily Nation 24th May, 2015).

With the increased complexity of the police role, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining high quality personnel. Rather police officers roles in today’s democratic society are extremely significant and complex (Carter and Sapp, 2010). A fully functioning police service is vital for maintenance of peace, provision of security and enforcement in a country’s law. In the last two and a half decades, the security system deteriorated to a point where the government was unable to guarantee security to its citizens and their property. This emerged as a result of low morale, lack of professionalism, inadequate resources, political interference and endemic corruption in the service. This is a reflection of the gross shortage of resources among most public institutions in Kenya (Ruteere and Pommerolle, 2013). Police officers are prone to corruption, inadequate investigatory training and access to sophisticated forensic facilities, inadequate training in customer care and human rights, inadequate and obsolete communication equipment’s, Weak expenditure control of allocated funds, lack of adequate funding to spend on essential services, inadequate computers and modern information technology leading to inefficiency, regular loss of files and misplaced evidence, inadequate transportation which causes inability to provide rapid response to crimes in progress. (Newburn, 2008).
Terrorism, which a global phenomenon, has continued to wreak havoc by scaring away investors and tourists leading to loss of jobs and depleting further the meager state resources in countering it. The issue of performance of the police has received a great deal of focus from International, Regional and National organs interested in promoting performance in the police sector. A consensus has been developed world wide over the importance of reforming the police sector to strengthen performance (Brogden, 2014). Such reforms are crucial in protecting public resources enhancing performance and strengthening government’s role in orchestrating development and providing necessary services at large. Performance standards in the security sector are an area attracts global concern. Several oversees state have developed different promising strategies and techniques to improve performance in the security sector even though the results have been minimal (walker, 2014). Hence nonfinancial rewards are a ripe area for research notes (Braga, 2016). Since the late 1970’s, successive UK government have placed significance 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 businesslike 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 (Pollitt and Bouckaet, 2010); Newman cited in Mclaughlin, Osborne and Ferlie 2012; Boyne, martin and walker, 2014). Within the UK police service, such reforms have been duly undertaken and yet the application of NPM principles have not realized the key performance improvements that might have been anticipated (HM treasury and cabinet office, 2014).
An overview of the security situation in Kenya revealed several sophisticated and complex challenges that allow an in depth study on performance as a whole. The Kenyan government in its efforts to improve on the performance of the National Police Service has been impeded by lack of resources (Muller, 2014) to meet the expected capital requirements for the ministry of internal security under which the regular police fall at 15 billion Kenyan Shillings per annum for the year 2015-2016. The huge shortage despite heavy taxes leads to poor performance, this review examines the effects of nonfinancial rewards among the police service in Nairobi County. The KPS has for long been ranked as one of the leading institutions in terms of corruption and poor service provision (Tenkebe, 2013).

1.1 Non-financial Rewards and Performance of National Police Service

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; major components of which are the police officer. Security is provided in the form of guarding commercial premises as well as residential places which are the key functions. The police also man-roads with the aim of checking on vehicle speed, conditions, road worthiness and enforcing general traffic rules and regulations. This seems to have been abused as there is an increase in road accidents, extortion by illegal gangs and general abuse of traffic rules and regulations (Kiraithe, 2011; C. Owino June 2017).

An overview of the security situation in Kenya reveals several sophisticated and complex challenges that calls for an in depth study on performance with a view to improving service delivery and peace initiatives, non-state actors have taken a more
active role (Daily Nation 24th May, 2015). Since the Kenyan police department is a law enforcement agent in the country which ensures that law and order is maintained, citizens’ lives and properties are protected, the experience in the police services in Nairobi County which also doubles up as the country’s capital reveals nonfinancial rewards such as recognition, training and development, good working conditions most stations lack and form major components of good performance. This could pose serious threats to security, stability and development in Kenya (Republic of Kenya, 2013).

Therefore, the study sought to enlighten the public of non-financial rewards and its effects on performance of the police service and if recommendations are implemented may help improve performance of the police service and ensure that the public benefits from a safe and secure environment for them to conduct their daily business with success. The mission of the police in the 21st century is both a practical one; reducing harm and a symbolic one: the police represent the public face of our democracy. In doing so, the police are entrusted with the use of force, powers to restrict liberty and ultimately to take life where otherwise life might be lost. However, it is noted that without appropriate training for the police force, it is not possible for them to appropriately accomplish these tasks. The training as an intervention is to make safe that the officer perform all tasks with ease and in such a way to ensure safety and satisfaction of the security officer. This is accomplished by developing such skill and dexterity that each act is performed naturally and semi automatically with a minimum of conscious physical or mental effort. The act is preceded by a decision; therefore, training must provide a background of knowledge acquired through either actual or simulated experiences to which current situations may be related for judgment.
Nearly all security tasks involve people and the accomplishment of the purpose. Necessitate a control of people that is best affected by winning their compliance with law and ordinances. An important training objective is therefore an understanding of human drives, inhibitions, emotions, reaction and attitude and knowledge of techniques that promote a desirable relationship between the security agents and the public. Highly motivated officers produce better outcomes (Hertzberg, 2013). It is important that managers understand factors that impact on motivation and this ought to be current. There is currently a dearth of information on factors that currently motivate or demotivate police in their workplace (Bragg, 2013; Howard, Donofrio & Boles 2012). A number of researchers have researched specific elements that motivate officers in performing their duties. These elements include: - enjoy the work, enjoy using skills, a sense of accomplishment, remuneration, a chance to be creative, training, development (lord 2014), financial reasons, the work itself, work ethics, promotion (Higgs, Mein, Ferrie, Hyde & Narzroo, 2013) better physical conditions (Leviathan, 2012). So if the officers will have good working conditions they will automatically perform well.

According to a survey conducted by consulting company Mercer in 2011, employees in Argentina, Brazil, Canada, Mexico and the United States all listed “being treated with respect” as the single most important factor in motivation. Recognition and praise can send employees the message that the company respects them and values their contribution. Financial incentives and bonuses were number 13 on the list in all five countries. American employees rated “base pay” fifth on the list, so although financial rewards remain important they actually have less importance for most employees than respectful treatment and recognition. 3 The Contextual of national police service
The history of police performance is key to understanding the police today since the views that police are resistant to change is a myth. The history will shed light on the social and political forces affecting the police as well as the dynamics of planned resourceful and motivative roadmaps. Many current problems have long histories while some today’s problems are as a result of yesterday’s omissions or commissions. It is therefore useful to analyze in policeman’s perspective why some rewards succeed, why some problems resist elimination and why others fail. In Kenya police performance are interwoven in the history of Kenya police service and planned reforms which have been encouraged from all corners of the world. Historically changing the police strategically is not a simple task a change in strategy often has meant increase in efficiency of police personnel (Stolnick, 2014).

The background of policing in Kenya dates back to the pre-colonial period, like many developing countries, independent Kenya inherited a police force initially designed to protect the interests of the colonial power. In the earliest history of police in Kenya, the Imperial British East Africa (I.B.E.A) recruited the first policemen to provide security for its stores in Mombasa. According to Foran the British East Africa police was actually created at the start of 1902 and for the next 18 years that was the title of the then force. The sultan of Zanzibar was proclaimed the crown colony in July 1920 and its name changed to Kenya colony, consequently the name of the force changed to Kenya police and finally to the current Kenya National Police Service (Foran, 2013). The imperial British East Africa Company was to essentially fade from East and Central Africa scenes due to financial burdens. In the year 1895 and 1901 the Kenya Uganda railways was being constructed and completed on the shore of lake Victoria. This saw the expansion of the troops to safeguard the property, construction and workers against hostile
communities and marauding animals. In 1906, the Kenya police was legally constituted by a police ordinance and the office of Inspector General established. The year 1926 saw the formation of the Criminal Intelligent Unit and the Railway Police Unit while in 1946 another police training depot was established. General Service Unit was later to be established in the year 1948 for rapid deployment. During the same year police training school was transferred from Nairobi deport to Kiganjo its present site. The same year saw new Police Act brought into being, a year later in 1949 Police Air wing to support communication and casualty evacuation was established. A dozen other specialized police units has since emerged including Special Brunch, Directorate of Criminal Investigations, Anti Stock Theft Unit, Rapid Deployment Unit among others, the evolution of reform series has seen most of these units modify/change their names to suit the modern highly competitive world of evolution for instance, this saw the name CID change to DCI and KPF to NPS respectively. The Government of Kenya has invested in a number of Commissions all geared to addressing police reforms that will ensure among others, suitable working and living conditions service delivery and efficiency and effectiveness. Commissions such as The Krigler Commission,(Krigler, 2008)

The Ransley Commission (Ransley, 2008) and the Waki commission into Post Election Violence(Waki, 2008), IPOA, NPSC and Police Reforms Implementation Commission have all come up with recommendations on how to improve the Kenya Police force into a Service delivery through various reforms process. To date, despite having made tremendous changes in the police department, there is still a lot underlying to be taken to make Kenya Police an efficient and effective Service delivery, people friendly and customer oriented with strict adherence to the laws and regulations within which they are governed. It is however notable that no research has been carried out to investigate the
relationship between non-financial rewards and performance of police officers in the National Police Service in Kenya a case study of the GSU headquarters Ruaraka - Nairobi County, hence making this study relevant”.

1.2 Statement of Problem

the overall problem addressed by the researcher was that despite several interventions and investments in National Police Service by the government of Kenya aimed at improving service delivery, the performance of the Police Officers is still wanting (Carter and Sapp, 2017). Poor working conditions, lack of recognition and substandard training, career development and professionalism thus leading to intense criminal activities increasing day by day. Post-election violence and clashes for instance as witnessed in 2007, 2008 and 2017 respectively led to loss of lives destruction of property

Financial rewards can only be utilized to a limited degree depending on the capability of the employer (Lawler, 2016). This has been illustrated in the recent strikes by teachers and other workers demanding higher pay. This strikes lead to employers digging deeper in their pockets to sustain the employees in their jobs. Sometimes, the money is not forthcoming leading to some of the workers leaving for greener pastures with good working conditions, recognition and employee development and training. This external factors impact the financial viability of organizations and they can be reduced by the use of less costly, convenient and long term non-financial rewards.

The study was destined to investigate various perspectives on police working conditions, recognition at place of work and training i.e. to investigate the relationship between non-financial rewards and performance of police officers who were believed to be the main providers of security. In so doing the outcome of the study will help inform policy makers,
police managers, police officers and other stakeholders on ways of improving police performance.

1.4 Objectives of the study

i) To examine the effects of recognition on performance in General Service Unit,
ii) To establish the effects of training on performance in General Service Unit,
iii) To determine the effects of working conditions on performance in General Service Unit.

1.4.3 Research questions

i) What is the effects of recognition on performance in General Service Unit?
ii) What is the effects of training on performance in General Service Unit?
iii) What is the effects of working conditions on performance in General Service Unit?

1.4.4 Study Hypotheses

H01: Recognition has no significant effect on performance of General Service Unit Officers
H02: Training has no significant effect on performance of General Service Unit Officers
H03: There is no significant relationship between working conditions and performance of General Service Unit Officers

1.5 Scope of the Study

The current study aimed to find the relationship between non-financial rewards and performance of police officers in Kenya. The study was carried out in GSU HQs Nairobi County which is the capital city of Kenya, and falls under the Nairobi Area Police Command. To answer the various objectives, the study aimed to obtain primary data from various sources such as police posts/sections and stations/platoons or company that are rich in information regarding the officers and their performance. The data was obtained by use of
structured questionnaire, interviews and observations to make sure that correct information was obtained.

1.6 Research Assumptions

The study made the following assumptions guided the researcher; that is:

- respondents was cooperative and provided reliable responses,
- All the security officers had passed some kind of training,
- That all the officers had at least attained form four level of education and above,
- That the project took the stipulated time.

1.7 Justification and Significance of the Study

The study is important to the entire national police service and particularly the GSU that is faced with challenges such as poor housing, lack of recognition, poor or inefficient training and impecunious working conditions in performance as it gave the insight to the importance of non-financial rewards as this would lead to better performance. The study helps the regulators and the policy makers in formulating policies and establishing bill for security sector and advancing prudence in management of non-financial rewards in organizations and other security set ups. The government uses the findings to align the human resource policies to the organizational objectives to increase performance. The investigation adds more information to a current collection of writing on the idea of nonfinancial rewards. The examination reveals more insight into the connection between the nonfinancial rewards and performance. The vision for security is “a society free from danger and fear” The blue print is determined to improve security in order to lower the cost of doing business and provide Kenyans with a more secure living and working environment. (G.O.K, 2008).
1.8 Limitations and Delimitations of the Study

Due to time and financial constraints, the research was limited to the General Service Unit Police Headquarters under the Nairobi Area Police Command. The Police department is organized in Formations (Units) and Regional Commands structures. These are then divided into Police Counties and or divisions which are further sub-divided into Police stations/platoons and posts/sections. Since the officers are deployed all over the country, research that covers the whole country cannot be undertaken conveniently. The study foretold certain problems that may affect its conclusions, however the author undertook every responsibility to try and minimize such limitations. Respondents was not willing to admit and be ashamed of undesirable thoughts and feelings. Hostile reception from officers especially seniors also occurred. Issues of confidentiality especially with regard to information about personal views and police operational procedures are also emerged. These was overcomed by obtaining appropriate permission to undertake the study and focusing on matters that was purely of academic interest.
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviewed both published and unpublished literature that was relevant to the study topic and objectives. The chapter involved discussions done to examine the Non-financial factors that influenced performance in national police service in Kenya; a case study of General Service Unit Police Headquarters. It reviewed various studies that was previously looked at the subject of police performance and specifically in regard to nonfinancial rewards. Different authors had considered issues of police recognition in the Kenya National Police Service, training and working conditions as the key factors. Their work was reviewed in order to build a case for the current studies. The study was informed by Disconfirmation theory and v’rooms expectancy theory which was identified and amplified with various opinions and interpretations.

2.2. Employee Performance

Performance is perceived as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. Performance of police officers is a legitimate expectation. The General Service Unit Headquarters based in Ruaraka - Nairobi County. Simmons (2011), conducted a study to determine reasons why employees do not perform as expected by their employers. The study found out that, if the workers are under performing, it’s likely because they are not comfortable with the work that they are doing and therefore not committed to the organization. The study went ahead to indicate that, the reason for bad job was as a result human resource practices witnessed in most organizations. The study therefore recommended that, it was necessary to improve the motivation of the employees by enticing them with rewards for work well done and improving their work terms and conditions. The implication of this is that, there is a connection between performance and rewards in any organization. Sammer (2011), conducted a study to investigate the connection
between non-financial rewards and employees performance using a sample of 500 employees from various organizations. The study found that, non-financial rewards generally known as recognition though ignored by many organization function in the same manner like financial rewards, the study went further to investigate some of the non-financial rewards used by many organizations and concluded that, recognition at the place of work and employee training were the most applicable forms of non-monetary rewards given to employees by many organizations. The study recommended that the above conclusions must be implemented for any organization success.

2.3 Working Conditions and Performance

A study by Sell and Cleal (2011) found that more public than private employees performed when the work interested them. Therefore lack of influence can demotivate public employees when intrinsic motivation is undermined - if people feel controlled, and have little autonomy and freedom in performing work tasks. Moreover, in the long run, lack of autonomy can pose a threat to value congruence between the employees and the organization (Sell and Cleal, 2011). Employee involvement refers to any management practice that gives employees influence over how their work is organized and carried out (Fenton-O'Creevy, 2008). Job involvement is related to job characteristics, the individual difference variable of work ethic and the organizational variables of communication, participation in decision-making and stress. It also influences sense of competence and job satisfaction (Sekaran, 2009).

The Kenya Police Service Strategic Plan (2013 – 2017) revealed that GSU officers work in a variety of settings and conditions, including guarding urban establishments and rural or remote areas. These duties are very dangerous and stressful, in addition to the obvious dangers of confrontations with criminals. Officers need to be constantly alert and ready to deal appropriately with any threatening situations. Many officers witness death and suffering
resulting from accidents and crime hence the officer’s career may take a toll on their private lives. Officers work for long hours without getting paid or even appreciated for overtime (Kenya Police Service Strategic Plan, 2013 – 2017). Working conditions and performance of the police service Operational police work is seldom performed under the watchful eyes of a supervisor and a great reliance is placed on the high levels of motivation and professionalism of individual officers (Howard, Donofrio & Boles, 2012). To maintain this motivation in an environment that is continually changing leaders must possess a good appreciation of the factors that lead to motivation among the staff (Costa, 2013).

2.4 Training and Performance

Swanson, Terito and Taylor (2011) noted that without appropriate training for the police service, it is not possible for them to appropriately accomplish these tasks. The training as an intervention is to make safe that the officer perform all tasks with ease and in such a way to ensure safety and satisfaction of the security officer. This is accomplished by developing such skill and dexterity that each act is performed naturally and semi automatically with a minimum of conscious physical or mental effort. The act is preceded by a decision; therefore, training must provide a background of knowledge acquired through either actual or simulated experiences to which current situations may be related for judgment. Nearly all security tasks involve people and the accomplishment of the purpose, necessitate a control of people that is best affected by winning their compliance with law and ordinances. An important training objective is therefore an understanding of human drives, inhibitions, emotions, reaction and attitude and knowledge of techniques that promote a desirable relationship between the security agents and the public (Kenya Police Service Strategic Plan, 2013 – 2017).

During training, the officers undergo various practices at different levels; these levels are comprehended by a variety of actions which requires efficiency and effectiveness in their
developments. Effectiveness of training is an important factor for individual recognition and motivation (Pitts, 2008). A survey by Kovach (2011) listed ten motivation factors that employees ranked in terms of personal preference during training; these included full appreciation of work done, feeling of being in on things, sympathetic help with personal problems, job security, interesting work, promotion and growth in the organization, personal loyalty to employees, good working conditions and tactful discipline.

According to the Kenya Police Service Strategic Plan (2010), transparency, regularity and fairness are hallmarks of personnel decisions not only at the top of the service, but at all ranks (Kenya Police Service Strategic Plan, 2010). During training, the officers are also trained on how to abide by clear criteria for recruitment, development and promotion and on how to reduce greatly opportunities for interference in its operations and levels of motivation (Kenya Police Service Strategic Plan, 2008 – 2010). Managerial, development courses or in-service training has been shown to be a powerful employee motivator, however, the traditional way of promotion by years of service and completion of police law exams builds a spirit of dormancy and a don’t care attitude. As long as the individual personnel is assured of being the next on line for development courses or training, then there is no need of working hard. This demotivates those who are hardworking and are also committed (Kenya Police Service Strategic Plan, 2008 -2010).

The traditional values such as discipline, subordination and obedience (obey and/or act first and ask questions later) are experiencing a loss in significance in modern society and are being replaced by the demand to participate in issues affecting the service. Keeping the records clean with no entry of indiscipline as being the determining factor for one to quality for promotion is not enough and thus the need to consider the levels of individual
performance. There should be a fair and equitable way of rating the personnel whereby the
ratings should be based upon observations or empirical data in relationship to a set of
predefined standards (Kenya Police Service Strategic Plan, 2008 -2010).

According to Edo (2010), job satisfaction relates to seven aspects of the job which include
recognition, support from immediate manager, support from co-workers, freedom,
responsibilities, value of work and opportunities to use abilities (King et al, 2012). Job
satisfaction includes judgments of the job as a whole, possibly including multiple facets such
as the work itself, pay, advancement, supervision, and co-workers (Fisher, 2013). Various
factors such as an employee needs and desires, social relationships, job design, compensation,
developmental opportunities and aspects of work-life balance are considered to be some of
the key factors of job satisfaction (Javed et al, 2012).

2.5 Recognition and Job Performance

Recognition is another huge factor that is supposed to be considered since it is very critical in
determining employee performance. It has been found that employees welcome praise for a
job well done as much as they welcome a regular pay check (Dubrin et. al., 2004).
Recognizing an employee can be seen as expressing appreciation for his or her efforts and is
a good and positive practice for both parties (Bowen, 2010). However, recognition must be
consistent, given in a regular basis and most importantly be part of the organization.

2.6 THEORETICAL FRAME WORK

The study was informed by Expectation Disconfirmation Theory and V’Rooms Expectancy
Theory.
2.6.1 Expectation Disconfirmation Theory

Disconfirmation is defined as the customer’s subjective judgments resulting from comparing their expectations and their perceptions of performance received (Mckinney et al, 2012; Spreng et al, 2016).

![Diagram of Expectation Disconfirmation Theory]

Figure 2.1: Expectation Disconfirmation Theory

2.6.2 Vrooms Expectancy Theory

The expectancy theory was conceptualized by victor vroom and was published in 1964.

The employee has to weigh the probability of a number of behaviour that will accomplish the desired goals and select the successful behaviour (Ben Keverenge, 2015). The theory explains the relationship between the employees and organizational performance and it recognizes the differences between employee performance and motivation, it also depicts differences in various situations (Bose, 2007).
2.7 Conceptual Framework

Figure 2.4.1 Conceptualization of nonfinancial rewards and performance on the Kenya National Police Service.

Figure 2. 2: Conceptualization Of Nonfinancial Rewards and Employee Performance on the Kenya National Police Service

Source: Researcher November, 2017

Figure 2.2 above shows how various factors influence levels of motivation among General Service Unit officers. These factors include intrinsic rewards such as job satisfaction and challenging Financial directly or monetary compensation includes wages or salaries and allowances. Financial indirectly includes pension schemes and health insurance, paid sick leaves, good accommodation, children education, transport facilities and subsidized ration of
essential commodities. Non-financial rewards or non-monetary compensation include praise, promotion and growth in the organization, good working environment, good co-workers, professional work climate, job security, flexible or normal work hours, interesting work and using personal skills. However, GSU as an organization faces the challenge of excluding junior officers from decision making processes which may result in frustration and lack of motivation. This has a far reaching effect on the productivity and motivation of the officers.

Another drawback is that senior officers lack training in managing other officers hence cannot steer them towards success. Reforms have also lagged behind partly because police managers have exhibited a traditional resistance to organizational change. These issues need to be addressed in order to achieve individual and organizational performance through goal commitment and low turnover of employees. The dependent variables was performance of the police service. The relationship between the dependent and the independent variables was likely to be affected by other variables beyond the control of the researcher but they were not considered in this current study.

From the conceptual frame work, it was noted that there was a relationship between the recognition and employee performance in the police service in Nairobi County. The study noted that if the recognition was encouraged, it would have ensured that the performance by the police service was improved. It was also noted that the performance of the police service was highly influenced by the nature of training that they received. It was therefore the purpose of this study to establish the existence of a relationship between police training and the performance. About the working conditions of the police and the influence it has on performance, it was noted that if the working conditions was appropriate there was a likely
hood that there was appropriate good performance among the National Police Service Officers.

2.8 Summary of Literature and Research Gaps to be Filled

Ben Keverenge, (2015) also did a research on training needs whereas the current research customized on the outcome of training as a nonfinancial reward that is, the effects of training on performance. Simmons (2011), conducted a study to determine reasons why employees do not perform as expected by their employers while this study looked on the effects of nonfinancial rewards on performance in NPS.

According to DPM report (2009) little studies have focused on TNA and performance but the current study intended to fill that gap. Though kisero (2011) discloses the existence of a policy to streamline career progression in public service, this research got deeper to check the impact of the same policy on performance.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter was aimed at providing an account of the methodology used in gathering data. It focused on research design, target population, sampling design, research instruments, pilot testing, data analysis and presentation.

3.2 Research Design

Descriptive research design for solving performance deficiency in the police organization. Descriptive design determined and reported the way things were in the present (zainal,2007). It used interview and observation schedules or administered questionnaires to a sample of respondents.

3.3 The Study Area

The site of the study was be General Service Unit Police Headquarters in Ruaraka in Nairobi County under the NAPC whereby primary data was collected from 400 officers of various ranks. Additional information was sought from three key informants selected from General Service Unit headquarters, Kenya Police Service and National Police Service Commission.

3.4 Target Population

According to (Kombo and Tromp, 2010) a population is a group of individuals, subjects or items from which samples are taken for measurements of the entire group of persons or element that have something in common. The population investigated consisted of the staff working in the GSU under the Kenya Police Service in the NPS - Nairobi County. The focus was on the GSU officers based at headquarters in Ruaraka Nairobi County, in total, the Unit has a population of 8,000 police officers working in the various security departments distributed all over the country with about 4,000 based at the Ruaraka headquarters along
Thika Supper High way. (source; Police Personnel Data, October 2017). The table below illustrates the personnel in GSU Police Headquarters.

Table 3.1: Rank Break-Down in GSU HQs Command of Nairobi Area Police

<table>
<thead>
<tr>
<th>Rank of the Police Officer</th>
<th>Number</th>
<th>Stratum</th>
<th>Total number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Inspector General of Police (DIG)</td>
<td>2</td>
<td>Gazette Officers(G.Os)</td>
<td>55</td>
</tr>
<tr>
<td>Acting Inspector General of Police (AIG)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Police (ACP)</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Superintendent of Police (SSP)</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superintendent of Police (SP)</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acting Superintendent of Police (ASP)</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief inspector – CI</td>
<td>90</td>
<td>Inspectorate( IP &amp; CI)</td>
<td>190</td>
</tr>
<tr>
<td>Inspector - IP</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Seargent S/SGT</td>
<td>30</td>
<td>Non-Commissioned Officers(NCOs)</td>
<td></td>
</tr>
<tr>
<td>Seargent - SGT</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporal – CPL</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police Constables – PC</td>
<td>3125</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,000</strong></td>
<td></td>
<td><strong>4,000</strong></td>
</tr>
</tbody>
</table>

Source; Police Personnel records (January 2018)

3.5 Sampling Design

The population of the study consisted of 4000 officers based at the General Service Unit headquarters in Ruaraka. The researcher used systematic random sampling to select the 400 officers of various ranks as follows; three hundred and seventy six (376) officers randomly selected from non-commissioned officers (Constables, Corporals, Sergeants and Senior Sergeants), nineteen (19) officers randomly selected from members of the Inspectorate (Inspectors and Chief Inspectors) five (5) officer randomly selected from Gazetted officers (Superintendents-SP, Senior Superintendents-SSP, Commissioner Acting inspector general and Deputy Inspector General-DIG), the respondents was selected from each agency. This made a total sample size of 400 officers to which questionnaires was administered.
Table 3. 2: Sample Size Determination

<table>
<thead>
<tr>
<th>SELECTION</th>
<th>POPULATION FREQUENCY</th>
<th>PERCENTAGE SAMPLE SIZE</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gazetted officers</td>
<td>55</td>
<td>10%</td>
<td>5</td>
</tr>
<tr>
<td>members of the Inspectorate</td>
<td>190</td>
<td>10%</td>
<td>19</td>
</tr>
<tr>
<td>non-commissioned officers</td>
<td>3755</td>
<td>10%</td>
<td>376</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4000</td>
<td>10%</td>
<td>400</td>
</tr>
</tbody>
</table>


3.6 Sampling Methods and Techniques

On the other hand, because the researcher focused on obtaining in-depth qualitative information about the police performance, then non-probability sampling was used. The technique used in probability sampling was stratified random sampling while the non-probability technique included purposive sampling since some specific information was needed and cannot be acquired from any officer but from specific individual.

3.8 Questionnaires

A questionnaire was developed for this study. A questionnaire was used to capture the data where respondents specified their level of agreement to a statement.

3.9 Interview and Observation Schedules

An interview and observation schedules was drafted specifically targeting senior managers in the Police department as well as NCOs and Constables. The Schedules was used to collect information relating to the experiences in the process of investigating police officers’ relationship between non-financial rewards and performance of officers in Kenya, basing the arguments on employee training, working conditions and recognition at the place of work as the study variables.
3.10 Validity and Reliability of Research Instruments.

3.10.1 Validity

On the validity of instruments, the researcher carried out a pilot study to appraise the questionnaire soundness of the items and to estimate time required in order to answer the items and to avoid and/or incorporate items amid examination. The reliability of the instruments measured the consistency of instruments if used for a number of times. (Best & Kahn, 2010) considers the reliability of the instruments to be the degree consistency that the instruments or procedure demonstrates.

3.10.2 Reliability Analysis

Table 3. 3: Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>0.846</td>
<td>9</td>
</tr>
<tr>
<td>Training</td>
<td>0.824</td>
<td>10</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>0.786</td>
<td>3</td>
</tr>
<tr>
<td>Average</td>
<td>0.8187</td>
<td>7</td>
</tr>
</tbody>
</table>

Source Survey, 2018

3.11 Data analysis

The model below was use

\[ Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon \]

Where:

\( Y \) was the dependent variable

\( \beta_0 \) was the constant term

\( \beta_1 \) was the coefficient of the recognition variable
\[ x_1 \] was the recognition variable
\[ \beta_2 \] was the coefficient of training and development variable
\[ x_2 \] was the training and development variable
\[ \beta_3 \] was the coefficient of working condition variable
\[ x_3 \] was the working condition variable

3.12 Data Management And Ethical Consideration

Before carrying out the research, the researcher searched for approval from the university. The researcher also sought permission from NACOSTI and also from GSU Commandant to administer questionnaires to police officers. The research tools was accompanied by introduction letter indicating the purpose and benefits of the study. The research was undertaken with concern on improving the Kenya Police fraternity and the services offered to the Kenya citizenry. It was not geared on the researcher’s personal interests and as such was not targeting achieving negative effects from its objective. It was done in strict accordance to the laws which prohibited unethical behavior by the researcher. The researcher endeavored to conform to the principle of voluntary consent where the respondents’ willingly participated in the research. During administration of questionnaires identifying of the respondents was concealed by coding the questionnaires so that the same was only to be known by the researcher. This was hoped to enhance the confidence level of the respondents.

3.13 Chapter Summary

The chapter set out described the methodology used in the study. A descriptive study design was adopted which included both qualitative and quantitative methodologies. Probability and non-probability sampling techniques were used to come up with a representative sample size. Data was then collected through questionnaire, interview guide and observations. Data analysis was also described and ethical consideration put into account.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the effects of non-financial rewards on performance in the National Police Service in Kenya, a case of General Service Unit, Ruaraka - Nairobi County.

4.2 Response Rate

This implies that basing on this assertion; the return rate in this case of 75% was considered to be very excellent for the current study.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency (n)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>300</td>
<td>75</td>
</tr>
<tr>
<td>No response</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey, 2018

4.3 Demographic Information the Respondents

The study sought to establish the general demographic information of the respondents including gender, years of service or duration that the respondents have been in the National Police service - (GSU), level of education and the respondents rank, age and their designation. On the gender of the respondents, the study established that 240 of the respondents (80%) were male while 60 respondents (20%) were female.

Table 4.2: Gender of the Police Officers

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>240</td>
<td>80</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey, 2018
4.2.4 Duration of service in General Service Unit

The study inquired on the duration of service of the respondents at General Service Unit. The findings in table 4.4 show that 145 of the respondents (48%) of the respondents had worked for Less than 5 years, 66 respondents (22%) had worked for between 6-15 years, 38 of the respondents (13%) of the respondents had worked for between 26-30 years, 27 (9%) of the respondents had worked for over than 30 years while 24 (8%) of the respondents had worked for between 16 - 25 years. the respondents had requisite experience to enable them adequately respond to questions asked since more than 50% had served for more than 5 years.

Table 4.3: Table 4.4: Duration of Service in General Service Unit 2018

<table>
<thead>
<tr>
<th>Duration of service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>145</td>
<td>48</td>
</tr>
<tr>
<td>6- 15 years</td>
<td>66</td>
<td>22</td>
</tr>
<tr>
<td>16-25 years</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>26-30 years</td>
<td>38</td>
<td>13</td>
</tr>
<tr>
<td>Over 30 years</td>
<td>27</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source Survey Data, 2018

4.3 Level of Education

The study also sought to establish the respondents’ highest level of education. The level of education in this case was in reference to the academic level attained by the respondents. That is Primary School level, Secondary School level, Professional Certificates and Diplomas at Tertiary level and Bachelors or Master’s Degree level at the university. the respondents were able to respond to questions since 91% had secondary certificate and above. The results are as shown.
Table 4.4: Education Level of General Service Officers

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary (KCPE/CPE,)</td>
<td>36</td>
<td>09</td>
</tr>
<tr>
<td>Secondary (KCSE/KCE,)</td>
<td>156</td>
<td>39</td>
</tr>
<tr>
<td>Tertiary Level (Certificate/ Diploma)</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>Bachelors’</td>
<td>96</td>
<td>24</td>
</tr>
<tr>
<td>Masters and above</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2018

According to the findings, the 156 of the respondents (39%) had a secondary certificate, 100 of the respondents (25%) had a Tertiary level i.e. Certificate or Diploma, 96 of the respondents (24%) had a bachelor’s certificate, 36 (9%) had a primary level of education while only 12 (3%) of the respondents had attained a Masters degree and above.

Table 4.5: Rank of GSU police officers

<table>
<thead>
<tr>
<th>Rank</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constable</td>
<td>150</td>
<td>50</td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>84</td>
<td>28</td>
</tr>
<tr>
<td>Inspectorate and Gazetted Officers</td>
<td>66</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source Survey, 2018

According to the findings, the 156 of the respondents (39%) had a secondary certificate, 100 of the respondents (25%) had a Tertiary level i.e. Certificate or Diploma, 96 of the respondents (24%) had a bachelor’s certificate, 36 (9%) had a primary level of education while only 12 (3%) of the respondents had attained a Masters degree and above. The table below is an illustration of the mentioned findings. On the rank held, the findings in table 4.6 shows that 150 of the respondents (50%) of the respondents were constables, 84 (28%) were non-commissioned officers while 66 (22%) were members of inspectorate and Gazetted officers.
4.4 Recognition of GSU police officers

The study sought to assess how the police recognition process influences the police officers performance in the National Police Service of Kenya.

Table 4.6: Recognition and Performance

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>Mean</th>
<th>Std.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition among constable is carried out fairly.</td>
<td>4.5600</td>
<td>.8723</td>
</tr>
<tr>
<td>Enlistment of non commissioned officers is biased</td>
<td>4.3512</td>
<td>.0907</td>
</tr>
<tr>
<td>Appointment of members of inspectorate is always fair</td>
<td>2.1931</td>
<td>.0607</td>
</tr>
<tr>
<td>Appointment of gazetted officers is Carried out fairly</td>
<td>3.0333</td>
<td>.5802</td>
</tr>
<tr>
<td>Promotions do breed corruption</td>
<td>4.1622</td>
<td>.7642</td>
</tr>
<tr>
<td>The Recognition requirements are sufficient.</td>
<td>4.1685</td>
<td>.0505</td>
</tr>
<tr>
<td>I approve the selection procedure of candidates for promotion courses.</td>
<td>3.4198</td>
<td>.5416</td>
</tr>
<tr>
<td>I agree with the selection criterion for candidates of promotions</td>
<td>3.4201</td>
<td>.3243</td>
</tr>
<tr>
<td>Promotion is based on performance.</td>
<td>3.2034</td>
<td>.4563</td>
</tr>
<tr>
<td>Aggregate</td>
<td>3.6124</td>
<td>.4156</td>
</tr>
</tbody>
</table>

Source Survey, 2018

The aggregate mean and standard deviation were 3.6124 and 0.4156 respectively. This showed that the respondents agreed that recognition is a key factor in enhancing performance of general service unit officers. The results is supported by low standard deviation implying that the respondents did not vary so much in their views. The findings show that majority which is 78% of the respondents strongly agreed that recognition of recruit constable was carried out fairly as shown by a mean score of 4.5600. The respondents agreed that enlistment of non-commissioned officers was biased as shown by a mean score of 4.3512.
The respondents further agreed that the recognition requirements are sufficient and that promotions bred corruption as shown by a mean score of 4.1685 and 4.1622 respectively. The respondents remained neutral on that appointment of gazetted officers was carried out fairly, they recommended the selection criterion, promotion was based on performance and they approved the selection procedure of candidates for promotion courses and as shown by a mean score of 3.0333, 3.4201, 3.2034, and 3.4198. Finally the respondents disagreed that appointment of members of inspectorate was always fair as shown by the mean score of 2.1931. These findings are with mercer(2011) in the US who found that employees recognitions in terms of respectful treatment is the most important factor in motivation.

Table 4.7: Training in GSU Police and Performance

<table>
<thead>
<tr>
<th>Training</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current Police training curriculum is sufficient for relevant training.</td>
<td>4.5110</td>
<td>.5512</td>
</tr>
<tr>
<td>The trainers in the Kenya Police college are ill trained.</td>
<td>3.4253</td>
<td>.7762</td>
</tr>
<tr>
<td>Training facilities and equipments are sufficient</td>
<td>3.4537</td>
<td>.6921</td>
</tr>
<tr>
<td>Curriculum development and evaluation is vital,</td>
<td>4.2850</td>
<td>.3454</td>
</tr>
<tr>
<td>On job training in Kenya Police is poorly done,</td>
<td>3.9601</td>
<td>.2608</td>
</tr>
<tr>
<td>15 months initial training provides adequate duration for recruit training.</td>
<td>3.9560</td>
<td>.2305</td>
</tr>
<tr>
<td>All officers are conversant with the current training curriculum.</td>
<td>3.4533</td>
<td>.8905</td>
</tr>
<tr>
<td>Facilities at the police training institutions should be upgraded</td>
<td>4.6734</td>
<td>.2345</td>
</tr>
<tr>
<td>Training imparts relevant knowledge to cope with modern policing needs.</td>
<td>2.2344</td>
<td>.7890</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td>3.7713</td>
<td>.6078</td>
</tr>
</tbody>
</table>

Source: Survey, 2018

The respondents agreed with an aggregate mean and standard deviation of 3.7713 and 0.6078 respectively that training is a key factor on performance of general service unit officers supported by low standard deviation implying that the respondents did not vary so much in their views.

The respondents strongly agreed that facilities at the police training institutions should be upgraded and that the current police training curriculum was sufficient for relevant training as illustrated by a mean score of 4.6734 and 4.5110 respectively. The respondents agreed that
curriculum development and evaluation was vital, that on job training in Kenya Police was poorly done and that the 15 months initial training provided an adequate duration for recruit training as illustrated by a mean score of 4.2850, 3.9601 and 3.9560 respectively.

The respondents were neutral that training facilities and equipments are sufficient, that all officers were conversant with the current training curriculum and that the trainers in the Kenya Police colleges and or training institutions were ill trained as indicated by mean score of 3.4537,3.4533 and 3.4253. the respondents disagreed that training imparted relevant knowledge to cope with modern policing needs as illustrated by a mean score of 2.2344 respectively. In determining how competent the officers holding senior positions in police management were, the interviewees indicated that the officers were competent in management issues since they had vast experience in the police service. Similar findings were reported by Edo (2010) that training enhanced job skills which in turn motivates the employee job satisfaction.

**Table 4. 8: Working Conditions and Performance**

<table>
<thead>
<tr>
<th>Working Conditions</th>
<th>Terms of service</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police response &amp; transport systems are sufficient</td>
<td>4.2564</td>
<td>0.1482</td>
<td></td>
</tr>
<tr>
<td>The Housing conditions in Kenya Police (GSU) is wanting.</td>
<td>4.0623</td>
<td>0.9868</td>
<td></td>
</tr>
<tr>
<td>The Tools and equipments are sufficient for police operations</td>
<td>3.4872</td>
<td>0.0374</td>
<td></td>
</tr>
<tr>
<td>Aggregate</td>
<td>3.9353</td>
<td>0.3908</td>
<td></td>
</tr>
</tbody>
</table>

Source Survey, 2018

The results in the above showed that aggregate mean and standard deviation were 3.9353 and 0.3908 respectively. This indicated that the respondents agreed that working condition is a key factor in employee performance of general service unit officers supported by low standard deviation implying that the respondents did not vary so much in their views

On terms of service, respondents agreed that the Housing conditions in Kenya police service is wanting and Police response & transport systems are sufficient as illustrated by a mean
score of 4.0623 and 4.2564 respectively. The respondents were neutral that The Tools and equipments are sufficient for police operations as illustrated by mean score of 3.4872.

On the challenges faced in the process of implementing orders, the interviewees indicated that the challenges included: inadequate funding, demotivated staff, negative attitude from certain quarters, unwillingness to act and or change, lack of modern technology and experts, political interference, untimely transfers and lack of continuous training / seminars.

With regard to addressing the challenges, the interviewees indicated that they empowered and motivated officials so as to understand that performance needs real change of tactic and that even if they refused they will be forced to change with time. The interviewees also indicated that they made the lectures more entertaining as well as liaising with the supervisors. The interviewees further indicated that the Police service needs to employ officers with ICT expertise, that the government should ensure proper funding is done and that officers should receive continuous trainings. Similarly Sekaran (2009) found that employee involvement had a positive influence on employee retention.

Testing of Hypotheses

Multiple Regression Analysis was used to test all the hypotheses. However before the tests were carried out, it was necessary to test the usefulness of the model. The regression results are shown in the table.
Table 4.9: Regression Results for Recognition, Training, Working Conditions and Performance of Police Officers

<table>
<thead>
<tr>
<th>Regression Statistics</th>
<th>Test Statistic</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted R-squared</td>
<td>0.559873053</td>
<td></td>
</tr>
<tr>
<td>F-statistic</td>
<td>38.29194544</td>
<td>0.000***</td>
</tr>
</tbody>
</table>

Dependent Variable = Employee Performance

Linear Regression Results

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>T-Statistic</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>1.516266682</td>
<td>5.900633015</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.255110593</td>
<td>0.254577692</td>
</tr>
<tr>
<td>Training</td>
<td>0.333965124</td>
<td>0.337060896</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>0.350968071</td>
<td>4.259000558</td>
</tr>
</tbody>
</table>

Source: Researcher, 2018

Y = 1.52 + 0.26x₁ + 0.33x₂ + 0.35x₃ + ε

Table shows F statistic is 38.29, with a P-value of 0.000 < 0.05, which implies that the independent variables are jointly significant in explaining variations in the dependent variable. Adjusted R-squared is 56% meaning that the independent variables (Recognition, Training and Working Conditions) jointly explain 56% of variations in the dependent variable (performance of police officers) while the remaining 44% (100% - 56%) of the variations in performance of police officers is explained by other factors not included in the model. Therefore, the model is good and can reliably be used to test the effects of Recognition, Training and Working Conditions on performance of police officers.

H₀₁: Recognition has no significant effect on performance of General Service Unit Officers

The coefficient of Recognition was positive at 0.26, with the t-statistic and corresponding p-value of 0.22 and 0.013 respectively. The P-value is < 0.05, thus the study rejected the null
hypothesis at 5% level of significance that recognition has no effect on performance of General Service Unit Officers

H₀₂: Training and has no significant effect on performance of General Service Unit Officers.

The coefficient of Training and development was positive at 0.33 with the t-statistic and corresponding p-value of 2.54 and 0.001 respectively. The P-value is < 0.05, thus the study rejected the null hypothesis at 5% level of significance that Training has no effect on performance of General Service Unit Officers.

H₀₃: There is no significant relationship between working conditions and performance of General Service Unit Officers

The coefficient of working conditions was positive at 0.35, with the t-statistic and corresponding p-value of 4.26 and 0.008 respectively. The P-value is < 0.05, thus the study rejected the null hypothesis at 5% level of significance that there is no significant relationship between working conditions and performance of General Service Unit Officers. Therefore there is no significant relationship between nonfinancial rewards and performance of General Service Unit officers.
CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings and recommendation made. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to establish the effects of police officers non-financial rewards on performance in the National Police Service Kenya: a case of General Service Unit Headquarters, Ruaraka - Nairobi. In addition, the study conclusions were drawn based on the analysis of the statistical findings of the study in relation to the previous empirical evidences. Recommendations were drawn on the basis of these findings. Gaps were identified in the results and they formed the basis for area for future research. A multi regression linear analysis was conducted to test the hypothesis.

5.2 Summary of the Findings

The general objective of the current study was to investigate the relationship between non-financial rewards and performance of police officers in GSU HQs Nairobi County and the specific objectives was to examine the effects of recognition on performance in General Service Unit, to establish the effects of training on performance in General Service Unit, to determine the effects of working conditions on performance in General Service Unit, the study was informed by disconfirmation theory and v’rooms expectancy theory.

Majority were male aged between 31-45yrs, it is noted that majority of the respondents are secondary school leavers and certificate holders in specific fields, it is important to establish the working experience of the police because it has direct effect on service delivery among the respondents. It was noted that most of the police officers have worked in the service for a
long period of time and therefore were in a position to provide appropriate data on customer service delivery in the service.

The study tested the three hypothesis. The results showed that the respondents agreed that recognition enhanced accountability and availability on employee performance with the aggregate mean of 3.6124 and standard deviation of 0.4156. The first hypothesis was stated to assume that recognition has no effect on performance of general service unit officers. The results showed that recognition had a positive effect on performance of general service unit officers. A unit increase in recognition would result into an increase in performance by 0.26 units. In line with these findings are with Mercer (2011) in the US who found that employees recognitions in terms of respectful treatment is the most important factor in motivation.

The results showed that the respondents agreed that training enhanced efficiency in employee performance with the aggregate mean of 3.7713 and standard deviation of 0.6078. The second hypothesis was stated to assume that training has no effect on performance of general service unit officers. The results showed that training had a positive effect on performance of general service unit officers. A unit increase in training would result into an increase in performance by 0.33 units. Similar findings were reported by Edo (2010) that training enhanced job skills which in turn motivates the employee job satisfaction.

The results showed that the respondents agreed that working conditions enhanced effectiveness in employee performance with the aggregate mean of 3.9553 and standard deviation of 0.3908. The third hypothesis was stated to assume that working conditions has no effect on performance of general service unit officers. The results showed that working conditions had a positive effect on performance of general service unit officers. A unit
increase in working condition would result into an increase in performance by 0.35 units. Similarly Sekaran (2009) found that employee involvement had a positive influence on employee retention.

5.3 Conclusions
The study exposed a positive and significant relationship between training and the performance of police officers in Kenya. The study also deduced that a significant relationship exists between working conditions and the police performance in Kenya. This is to mean that the ongoing police reforms for instance, should be underpinned by initiatives that seek to address the welfare of police officers basing more emphasis on non-financial factors. The study finally concludes that training had the highest effect on employee performance of police in Kenya, seconded by working conditions/terms of service, while recognition had the lowest effect on the employee performance of police on non-financial rewards in Kenya.

5.4 Contribution to the Body of Knowledge
The study provided scholarly literature on the effects of recognition, training and working conditions and performance in General Service Officers. This will be useful to future researchers as a source of literature and to practitioners where it may provide evidence for policy action.

5.5 Recommendations for Policy and Practice
For the Kenya police service to effectively and efficiently deliver on its mandate of promoting, protecting and enforcing fundamental human rights, administrative justice and promoting accountability and transparency in public service it needs to improve on its service delivery processes. From the study the relationship between the customer satisfaction and service quality has been clearly established. Therefore service quality should be enhanced
inorder to achieve customer satisfaction, specifically the following recommendations have been made:

5.7 Recommendation for Further Studies

The study recommended that a similar study should be duplicated to administration police and directorate of criminal investigation which are also departments under national police service. It is also recommended that a study be carried focusing specifically on financial rewards on performance in national police service.
REFERENCES


APPENDICES

Appendix I: Introductory Letter

Dear Respondents,

RE: AN INVESTIGATION OF THE EFFECT OF NONFINANCIAL REWARDS AND PERFORMANCE IN NATIONAL POLICE SERVICE OF KENYA- THE GSU HQS;

I would first wish to thank you for your willingness to participate in this research. My names are Ziphorah Mulimi Kingoo and I am pursuing a Masters of Public Policy and Administration Degree of the Kenyatta University. You have been selected for the purposes of the study, by virtue of you being a police officer. The attached questionnaire is aimed at investigating the Effect of Non-financial rewards on performance in National Police Service of Kenya. Please take time to complete the questionnaire. Your genuine response will be appreciated. High level of confidentiality will be assured. The information obtained will be used purely for academic reasons.

Thank you all in advance.

Yours sincerely,

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

Ziphorah Mulimi Kingoo

MPPA Student, Kenyatta University. KU
Appendix II: Questionnaire for Inspectorate, Non-commissioned officers and Police constables.

This questionnaire is being administered to investigate the effect of nonfinancial rewards on performance in national police service of Kenya. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research purposes by the researcher herself.

SECTION 2: RECOGNITION IN POLICE SERVICE:

Recognition in Police Service:

<table>
<thead>
<tr>
<th>Recognition of Police Officers on Performance in the Service</th>
<th>Strongly Agreed</th>
<th>Agreed</th>
<th>Disagreed</th>
<th>Strongly Disagreed</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Kenya police service junior officers interact freely with the seniors to enhance service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is effective partnering between the private sector and Kenya police officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The government knows the police service can’t be effective unless they support them.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To facilitate effective partnering between the community and the police there are constant training and workshops to enhance this relationship.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have constant service recognition activities to assist in building an effective relationship between the police ranks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management is very supportive and they take time to appreciate the police service for their work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officers’ redeployment is very supportive in providing information in the Kenya police service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How does the support received from the Police Service Commission affects service delivery to the police service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inclusivity of both senior and junior officers in decision making has enhanced customer service delivery by the police.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Promotion of service members has enhanced customer service delivery

Regular development courses of police service men and women have improved service delivery.

The Personnel rotation for various duties enhance service delivery.

Provision of appropriate tools and equipment’s has improved customer service delivery.

Change of mode of training and police curriculum has enhanced customer service delivery.

Relationship between senior and junior police officers has improved customer service delivery.

Provision of proper living conditions will influence customer satisfaction.

Incorporation of views of subordinate police officers in training has enhanced effective performance.

Source Survey, 2017
### SECTION 3: TRAINING OF POLICE OFFICERS:

<table>
<thead>
<tr>
<th>Training Approaches</th>
<th>Definitely</th>
<th>Probably</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a continuous training for all the police servicemen/women in the area of customer service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training objectives are clear in improvement of the performance of the Kenya police service</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>The training environment is conducive to provide adequate skills and knowledge for the service in order to enhance their performance.</td>
<td></td>
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</tr>
<tr>
<td>My immediate supervisor is well informed about the importance of training and encourages us to participate</td>
<td></td>
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</tr>
<tr>
<td>The training opportunities available are equitably distributed to the officer to ensure each person participates.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of skills and knowledge on how to involve the community in the policing unit affects the performance of the Kenya National Police Service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of police servicemen/women in customer satisfaction has helped to enhance customer service among the Officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The current Police training curriculum is sufficient for relevant training.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The trainers in the Kenya Police college are ill trained.</td>
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<td></td>
</tr>
<tr>
<td>Training facilities and equipments are sufficient</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Curriculum development and evaluation is vital,</td>
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<td></td>
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<tr>
<td>On job training in Kenya Police is poorly done,</td>
<td></td>
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</tr>
<tr>
<td>All officers are conversant with the current training curriculum.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities at the police training institutions should be upgraded</td>
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<tr>
<td>The 15 months initial training provides adequate duration for recruit training.</td>
<td></td>
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<tr>
<td>Training imparts relevant knowledge to cope with modern policing needs.</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Source Survey, 2017
## SECTION 4: WORKING CONDITIONS OF POLICE OFFICERS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very important</th>
<th>Somewhat important</th>
<th>Not very important</th>
<th>Not important at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>The police servicemen/women need to clearly understand what they are</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>supposed to do because they are well informed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The police service need to be well supplied with all the tools, materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and equipment’s needed in order to do their work effectively</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The policemen/women need to be given an opportunity to exercise their</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>freedom while working because of their cooperation</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>My supervisor/instructor should care about me as a person and this will</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>enhance my performance.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Supervisors should encourage subordinates to involve the community in</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>order to ensure that quality service delivery</td>
<td></td>
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<tr>
<td>The general working environment and conditions should be conducive for the</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>police servicemen/women.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The working and living environment is crucial for quality service</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>delivery.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>With regard to performance of the effectiveness of the staffing and</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>placement in Kenya Police Service.</td>
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<td></td>
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</tr>
<tr>
<td>The general working environment and conditions should be conducive for the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>police servicemen as the working and living environment is crucial for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>quality service delivery.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Housing conditions in Kenya Police (GSU) is wanting.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The tools and equipment are sufficient for police operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police response &amp; transport systems are sufficient in the police service.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source Survey, 2017
**Appendix III: Research Budget**

<table>
<thead>
<tr>
<th>Type of Cost</th>
<th>Total Cost (Kshs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing Services</td>
<td>10,000/=</td>
</tr>
<tr>
<td>Stationery Costs</td>
<td>35,000/=</td>
</tr>
<tr>
<td>Photocopying Costs</td>
<td>6,000/=</td>
</tr>
<tr>
<td>Proposal 50 pages @ 20/= x 6 copies</td>
<td>84,000/=</td>
</tr>
<tr>
<td>Project report 70 pages @ 30/= x 4</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>152,900.00/=</strong></td>
</tr>
</tbody>
</table>

Data collection
- Travelling / cost of telephone cards @ 500 per day for 15 days: 10,500/=

Stationery
- Writing materials (pens and note books): 1,000/=  
- Binding of 4 copies of proposals @ 400/=: 1,600/=  
- Binding of 4 copies of draft project @ 500/=: 2,000/=  
- Hard cover binding for final thesis 4 copies @ 700/=: 2,800/=  

Appendix IV: Work Plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Individual response</th>
<th>Duration</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research preparation</td>
<td>The researcher</td>
<td>1st week</td>
<td>Superb</td>
</tr>
<tr>
<td>Pre-visitiation of research area. (reconnaissance)</td>
<td>The researcher</td>
<td>1st 2nd and 4th week</td>
<td>Superb</td>
</tr>
<tr>
<td>Identification of the target population and sampling</td>
<td>The researcher</td>
<td>5th – 10th week</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>The respondent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The researcher assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection, thru issuance of questionnaires and interviews,</td>
<td>The researcher</td>
<td>10th – 30th week</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>The researcher assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Analysis and discussion of finding</td>
<td>The researcher</td>
<td>30th - 35th week</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>The researcher assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summarizing of findings conclusions and drawing recommendation</td>
<td>The researcher</td>
<td>35th- 40th week</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>The researcher assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final printing, binding and presentation of the research project</td>
<td>The researcher</td>
<td>40th - 45th week</td>
<td>Awaiting</td>
</tr>
</tbody>
</table>

Source Author (2017).
Appendix V: Approval of Research Proposal – Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School
DATE: 31st May, 2018

TO: Ziphorah Mulimi Kingoo
C/o Public Policy & Administration Dept.

REF: C153/OL/CTY/32353/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board 9th May, 2018 entitled “Effects of Non-financial Rewards on Performance in National Police Service in Kenya. A Case Study of General Service Unit Headquarters – Nairobi”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

HARRIET IASOKE
FOR DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Public Policy and Administration

Supervisors:

1. Dr. Jane Njoroge
C/o Department of Public Policy and Administration
Kenyatta University
Appendix VI: Research authorization – Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

Our Ref: C153/OL/CTV/32353/2016

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

DATE: 31st May, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


I write to introduce Ms. Ziphorah Mulimi Kingoo who is a Postgraduate Student of this University. She is registered for M.PPA degree programme in the Department of Public Policy and Administration.


Any assistance given will be highly appreciated.

Yours faithfully,

[Signature]

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
Appendix VI: Research authorization – NACOSTI

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Ref No: NACOSTI/P/18/68852/23237

Ziphorah Mulimi Kingoo
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Effects of non financial rewards on performance in National Police Service. A case study of General Service Unit, Nairobi” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 20\textsuperscript{th} June, 2019.

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

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

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

Appendix VII: Research Permit – NACOSTI
Appendix VIII: Research Authorization – Ministry of Education
Ref: RCE/NRB/GEN/1 VOL. I

DATE: 22nd June, 2018

Ziphorah Muliml Kingoo
Kenyatta University
P O Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on “Effect of non financial rewards on performance in National Police Service. A case study of General Service Unit, Nairobi”.

This office has no objection and authority is hereby granted for a period ending 20th June, 2019 as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.

KINGT KILOGORA FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

C.C. Director General/CEO
Nation Commission for Science, Technology and Innovation
NAIROBI