

**AN ASSESSMENT OF RETENTION STRATEGIES ON PERFORMANCE
AMONG NATIONAL POLICE SERVICE OFFICERS: A CASE OF KISUMU
COUNTY, KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university

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This thesis has been submitted with my approval as the university supervisor

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DEDICATION

I dedicate this project to God Almighty my creator, my strong pillar, my source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this programme and on His wings only have I soared. I also dedicate this work to my Wife; Susan Mwaviswa, my children Brian, Xavier, Cynthia and Novak.

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OPERATIONAL DEFINITION OF TERMS

Career Advancement	Development and modeling of the route taken by employees as they grow in their career
Compensation	A human capital function of rewarding the workforce for their contribution in fulfilling the tasks assigned to them in an organization.
Employee Retention	Extent to which the employees remain in their job
Employee Performance	It is defined as the record of outcomes produced on specified job functions or activities during a specific period
Human Resource Management	This refers to a collection of policies used to organize work in the employment relationship and centers on the management of work and the management of people who undertake this work
Leadership	The concept of leadership is defined, according to Hersey and Blanchard (1979), “as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment”. For Senge (1990), leadership is associated with stimulants and incentives that motivate people to reach common objectives.

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
APS	Administrative Police Service
DCI	Directorate of Criminal Investigation
IG	Inspector General of police
KPS	Kenya Police Service
NACOSTI	National Commission for Science, Technology and Innovation
NPSC	National Police Service Commission
NPS	National Police Service
SCPC	Subcounty police commander
SCCIO	Sub-County Criminal Investigation Officer

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ABSTRACT

Police agencies have not laid emphasis on the significance of human resource; however, the trend is changing with management of human resource practices being considered important. The Police, like any other organization, is competing to retain and acquire the best talented employees. The government of Kenya has carried out several reforms like putting up new housing units, leasing of motor vehicles and merging police units with a view of keeping and retaining the most talented officers. However, officers leave the service for other organizations. The study objectives were to: (i) establish retention strategies used in the National Police Service, (ii) find out how training and development strategies affect performance in the NPS, (iii) examine how compensation impact on performance in the NPS, and (iv) analyze the effect of career advancement strategies on performance in the National Police Service. Fredrick Herzberg's two factor theory and job embeddedness theory were used to structure the study. The study adapted a mixed methods approach by combining cross-sectional survey design and phenomenology design. Data from a sample of 138 officers was collected through a self-administered questionnaire and a key informant guide. Sampling was through probability and non-probability techniques. Quantitative data was analyzed through descriptive and inferential statistics while qualitative data was analyzed thematically. This study established that career advancement and compensation strategies were the best retention strategies for improving performance of the National Police Service Officers. Another finding was that leadership was key in ensuring service delivery and performance of the NPS. The study recommends implementation of organizational learning in the police service. There is a need on setting up an independent committee in assessing the effectiveness of the current career advancement, leadership plans, compensation strategies and other retention strategies.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter opens with a background on the challenge facing security agencies is maintenance of the law enforcement workforce level. This sets the basis for the study through the general objective: an assessment of retention strategies on performance among national police service officers: a case of Kisumu County, Kenya. The chapter also presents the specific objectives of the study, research questions, justification of the study as well as its scope and limitation.

1.2 Background to the Study

According to McKnight, Philips & Hardgrave (2009) a significant challenge facing security agencies is maintenance of the law enforcement workforce level. As a result of the technological advancement, increased globalization and awareness, police officers globally should pay more attention to the increasing social disorders. Police officers mandate is widening everyday surpassing the element of mere law enforcement to include some militaristic mandates and gathering of intelligence, counterterrorism and immigration administration. Further, the law enforcement organizations have to strive towards a reliable and efficient performance of their duties, in the aspect of growing the policing range of duties as well as the dwindling resources.

Policing has turned out to be knowledge oriented, as a result of adoption of community-oriented approaches and thus manpower has become an asset which is resourceful and you cannot be wished away for a law enforcement organization to succeed.

Organizations are ever competing to retain their best performing employees and Fox et al., (2009) notes that the police are not exceptional. Human resource departments in the Police, therefore need to motivate and retain its most talented employees as well. Previously, the human capital management in Police service used to be offered less attention but dynamics in the workforce has prompted the management to pay more attention to it. The new development in human capital management has resulted to better performance, overall organization survival and productivity (Fox, et al., 2009).

The number of officers leaving the service prematurely continues to grow in significant numbers hence putting to doubt the future of police profession (McKnight, Philips & Hardgrave, 2009). Less career and organizational commitment of police officers is turning out to be of great concern since it is perceived as a precursor to the resolution of officers willing to exit from their employment. To get better output from law enforcement agents, policing department should come up with ways of ensuring employees do not leave their careers prematurely. In order to improve employees' productivity, police administration should come up with strategies, which are geared towards retaining their employees. Orrick and Dwayne (2008) noted that high rates of turnover are associated with deplorable working environment, less likelihood of career growth, inadequate compensation package and dissatisfaction of employees causing department myriads of challenges.

High labor turnover demoralizes employees resulting to reduced productivity which in turn impacts negatively to the organization's output. Hence it is imperative for organizations to implement and formulate practices of employee policies and practices; to not only retain the staff in an organization for long but also to ensure they are

motivated thus improving their performance. Succession, retention, development, placement, recruitment and selection are vital while managing the employees since competitive advantage can be suitably created through organizational employee value addition (Mellahi and Collings, 2010). Organization's progress is wholesomely linked to performance of employees.

Gayathri et al., (2012) indicate that if workers' productivity is improved, the output of the organization will increase. Hence according to them, the best asset of the organization is human resource. Many policing agencies have found it difficult to recruit and retain well experienced and productive staff. Job satisfaction is an important aspect in retaining law enforcement agents. Job satisfaction is reinforced by among other aspects; favorable work environment, availability of serviceable equipment and resources, a competitive retirement package and benefits as well as fair promotional practices or procedures. Retention is acquired through institutionalizing the policies that promote the retention.

Saraswathi (2011) notes that in order for organization to maintain a competitive advantage and performance, employee retention is a key determining factor. Implementing employee practices on retention requires better commitment and loyalty of employees hence lowering labor turnover rates. Getting details of the reasons why employee want to terminate their employment in an organization is essential in development of the retention policies (James & Mathew, 2012). In a police service, one of the most crucial component of human capital is hiring of adequate personnel who are sufficiently qualified to addresses the policing needs. Most of the other functions in police are highly dependent on success of the recruitment. Various economic conditions

affect retention. For example, during times of affluence, law enforcement agents may move from their job to other easier jobs which are well paying and with minimal hazards. In adverse economic conditions, police officers want to remain in their jobs where they jobs are more secure.

General preferences have also been found to be a determinant in retention with the youthful employees being less committed to the organization. This makes majority of them to change careers frequently in comparison to the rest of employees in a bid to secure better paying employments (Mellahi & Collings, 2010). An exit of officers is a major testing police career. In United States, power is moving from employers to employees due to poor retention strategies. Employees can be satisfied and retained within those organizations which invested heavily on both the intrinsic and extrinsic job satisfaction determinants such as salary appraisal, job promotion among other career advancement programs. Mendez and Stander (2011) in his study in United Kingdom showed that employee retention is a process which is key for the performance of the organization to remain competitive. He notes that career development, job rotation and proper leadership as factors that promote high retention rates within any given organization. He advocated for human capital approach in order to improve employee retention rates. Hence, for the organizations to uphold their competitive advantage, they require staff with commitment and well skilled for the job.

Hascall, Hopkins and Hollman (1995) state that in South Africa, a proper practice of recruitment is the key to retaining of employees. The priority by well-established organizations is to retain staff. Recruitment should be geared towards finding proper match between the potential employees and the organization. How the process of

employee selection is well handled can as well influence retention of employees. During the selection and recruitment process, those tasked with such mandate should conduct thorough due-diligence on the main goal of the applicants towards the organizations since some may be driven by monetary gains and not service delivery. The policing fraternity is among the most significant institutions in safeguarding National Security of any state hence those enlisted to join the service should be thoroughly vetted.

In Kenya, Article 244 of the constitution denotes that the National Police Service (NPS) shall strive for the highest standards of professionalism and discipline among its members, promote accountability and train staff to the highest possible competence standards. In addition, integrity and compliance with the constitutional standards in safeguarding of fundamental freedoms and human rights and promoting societal broader relationships is among the fundamental roles of the police. This shows that embracing of employee retention strategies is a central objective of the NPS. The NPS has eight directorates where the Human Capital Development directorate is entitled with human resource activities and workforce management or engagement. The major roles of the directorate are selection and recruitment of human resource, employee management, training and development, performance management, career management and welfare for the workforce such as sports.

The directorate makes sure that the employees are selected appropriately, trained, compensated, appraised and managed accordingly. The National Police Service Commission (NPSC) took over among other key functions such as the human resource management mandate of the Police Service. The formation of the NPSC is to oversee

specifically the functions of the human resource of the NPS as anchored not only in the Constitution, but also a culmination of the recommendations and findings by the various task forces appointed by the state on the mandate of the police in maintaining law and order as well provision of security. Maintaining the retention rates within the NPS is a serious challenge. According to the Ransley Task force Report in 2009, it shows that majority of the police officers were leaving the service citing low levels of motivation, frustration, policing bureaucracy and work overload as well as policing stress. Hence, this study shall seek to examine how retention strategies affect performance among NPS officers in Kisumu County.

1.3 Statement of the Problem

Exodus of law enforcement officers in Kenya has reached an alarming rate. This has been attributed to unfavorable working condition and uncondusive work practices (Ransley, 2009). In order to better the welfare of officers and translate the service into a professional and respectable institution, the state started on reforms after the promulgation of the new Constitution in 2011. Before then, several task forces had come up with a raft of recommendations that were to be implemented in the reforms agenda especially the Ransley 2009 report. To check on the mass exodus of skilled officers from the service, the NPSC was brought on board to look at Human resource issues. However, the expected reform measures are well behind the schedule and mostly the anticipated changes are yet to be experienced (Policing Accountability Report, 2014).

There have been efforts to improve the terms of job for the law enforcement agents including leasing vehicles, group life cover and better housing. However, these investments are yet to translate into the best strategies to check retention within the service (Audit Report on Police Reforms, 2015). Inadequate management and retention policies in an institution leads to job displeasure which leads officers to leave the service in search of better jobs. A study conducted in 2017 indicated that the NPS lost approximately 7.5% of its officers from 43,256 in 2015 to 40,501 in the year 2016. The reduction was as a result of retirement, death in line of duty, natural attrition and sackings. This survey seeks to assess how retention strategies affect performance among NPS officers in Kenya.

1.4 Objectives of the Study

The general objective of the study was to evaluate the effect retention strategies on performance among NPS officers in Kisumu County.

1.4.1 Specific objectives

The specific objectives were to:

- (i) investigate how training and development strategies affect performance of the NPS officers in Kenya.
- (ii) assess how career advancement strategies affect output of NPS officers in Kenya.
- (iii) assess effects of compensation strategies on performance among NPS officers in Kenya
- (iv) examine the results of good leadership strategies NPS in the NPS

1.5 Research questions

There research questions were:

- (i) How does training and development strategies affect performance among NPS officers in Kenya?
- (ii) To what degree do career advancement strategies affect performance among NPS officers in Kenya?
- (iii) How do compensation strategies impact output among NPS officers in Kenya?
- (iv) To what extent do good leadership strategies affect performance among NPS officers in Kenya?

1.6 Justification of the Study

This investigation was important to the leadership and management of NPS and also the NPSC as they would be in a position to determine what areas of the law enforcement agent's fall below the expectations of police officers. It was also hoped that the administration will be in a position to determine the effects of retention on law enforcement agents and identify various employee benefits. This, it was hoped, would lower the employee turnover rates within the NPS and thereby improve the policing organization image as well as performance in the long-run. The study was useful to the directorate of human capital within the NPS as well as the researcher. Through the findings, the National Police Service would link retention strategies on performance of NPS officers thereby increase organizational productivity. Additionally, it was hoped that the findings would inform other security agencies on retention practices which motivate officers to continue working for the organization and also maintain good

service. In general, the research broadens the body of knowledge through filling in scholarly gaps on retention strategies within the National Police Service.

1.7: Scope and limitations of the Study

The investigation was done within Kisumu County; it covered various police sub-counties command within Kisumu County with the sample population being drawn from across the ranks of the police officers. The investigation was limited in finding out how retention strategies affect performance in the NPS. The study did not look into other issues rather than those related to retention strategies in relation to performance among NPS officers.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the specific research objectives, which entailed training and development strategies, career advancement strategies, compensation strategies as well as leadership strategies. Additionally, it presents the theoretical and conceptual frameworks.

2.2 Training and Development

Training and career development among employees are regarded to be important aspect in ensuring employees do not exit the organization. Organization invests in training their employees to the best possible standards expecting commensurate improvement in performance. Clark, (2001) noted that organizations are engaging in development through analysis of proficiency, input on the interests of the employees, development of needs and evaluation of multisource competencies then come up with what needs to be done. Leblebici, (2012) recommended that organization and individual employees should always seek to improve their skills and competencies by continuous investment in training. It is mostly the initiative of the employer to start training programs which align with the requirements of the job. Employees always feel that they have something to offer in terms of their expertise, which they apply in their careers and use to share with other workers.

Training is crucial in most sections of the police service though the environment today seems to be debatable (Birzer, 2003). Training boosts the skills and capacity of the police and increases the chances of the officer winning the confrontations, which in turn

reduces complaints and lawsuits against the department or individual police officer. Community also gains more confidence with the police service when officers undergo trainings. The trainings endeavor not only in skills of apprehending the criminals but also in the daily challenges of police officer. When there are budgetary constraints, training is mostly among the first casualty in the reduction of funding (Leighn, 2002). The success of development in Kenya including attainment of vision 2030 is highly dependent on peaceful coexistence of the people, which on the other hand relies on the level of security in the country. It is the business of the NPS to provide security, which is of quality to the public in Kenya by greatly observing the rule of law and promoting strong community collaboration in all aspects of life.

Training and development was outstanding among the proposals which Ransley's Task Force (2009) fronted for consideration in police service in Kenya. Although the senior officers have been receiving reasonably good and frequent training, this has not been replicated to the lower cadre of officers. As a result of the government decision to do away with police officers' national integration, the NPS has hitherto remained in a state which is Balkanized (Greenhaus, 2004). In a study by Jagero, Kamba and Mlingi (2012) which sought to find a connection between job training and the performance of workers of courier corporations in Tanzania, it found existence of a link between the two. An inquiry by Ngari (2015) established that on-the-job training affects production by improving the levels of the skills, performance and affects the satisfaction of the customers positively. Sahail, Ahmad, Iqbal, Haider and Hamad (2014) reported that on-the-job training increases the effectiveness of employees. In a research conducted by Tukunimulogo (2016) in Mumias Sugar Company limited, Kenya, it was reported that

the on-job-training strategies are likely to promote more employer potential than without.

2.3: Career Advancement Opportunities

Birzer (2003) noted that everyone endeavours to grow and advance in their career. Employees can move to other organizations if the future growth of their careers is not promising in their current employment. Employee's growth entails; work profile, dreams and personal growth, development and training among other features. Career advancement is mutually beneficial since it offers the imperative results to the workers and employers. Growth and advancement is necessary to enrich and nurture employees to be more professional and competent (Njuguna, 2013).

Employees career advancement scenario is planned in a way that balances the requirements of both the employee and the employer. Getting a strategy which addresses the needs of both employees and employer at the same time is however not easy considering that in some instances the objectives of the two could not be the same (Greenhaus, 2004). Birzer, (2003) highlights that people in most cases work for a purpose and that purpose is derived from the co-workers, organization or work itself. Proper career advancement programs improve the individual performance of an employee through continuous adapting and learning, while the organization provides favorable relations formations with their employees. It is a complex process which shapes the career of any person throughout their lifespan (Sarmiento & Beale, 2007).

Organizations as well as their employees are in a position to benefit from programs on career management which assists the individuals to explore themselves and their

working environment as well. They can also derive huge benefits in the form of having employees who are productive and having efficient desires matching of employees with the corporate human resource requirements (Greenhaus, 2004). The most vital elements to be considered in line with the role of career advancement strategies and the performance of the employees are training opportunities, opportunities for coaching and careers developing. According to Tahir and Sajjad (2013), if mentoring program is properly done, the mentees are committed to the organization, portray a positive attitude and are satisfied with their work. Similar results had been found by Greenhaus (2004) who reported that coaching and mentoring have a positive effect on both employers' and employees. It expands employees' communication linkages which addresses some of their social requirements which in turn improve their performance.

Ramaswami and Dreher's (2012) established that guidance assists the mentor to acquire the assistance through the formation of the networks of the mentee's, which benefits the mentor as well. This occurs via the mentee acting like the informant, supplying of information, which is critical which will help the mentor in some way when required. In turn, this assists in strengthening the recognition and reputation of the mentor within the organization, through promoting of visibility and respect of the mentor. Experiences, which are negative, however, are found occasionally within organizations with programs for mentoring. The attributes which are negative are often seen in those organizations which lack formal process in mentoring, depending instead on the processes which are informal.

2.4 Compensation

Compensation plays a paramount mandate in retaining and attracting competent staff, particularly those who offer performance which is outstanding or skills which are unique or which are difficult to get and the ones that the organization has invested more on coaching and experience. Contentment results from mixed rewards but not one reward. The rewards should be linked to good performance and executed promptly. The reward should be of value in estimation of the receiver's judgment. Most of the organizations have made efforts to satisfy their employees by rationalizing their pay with the market rates Lawler (1990).

The big disparity in salaries of employees in comparison to the pay offered in other employers has always been a great challenge in many organizations and has been known to influence the retention and exit of employees. Employees who perform well should be paid higher wages than those with average or low performance and the difference should be enough to compensate them for their extra performance. The employers pay low wages for jobs which do not require much technical knowhow or where there is surplus supply of labor force Lawler (1990). If on the other hand organizations require highly skilled labor and the skills are not readily available, then the employer must be ready to pay attractive salaries to survive in the market.

However, application of high payments of employees as a retention strategy without proper consideration of whether their skills and contribution to the organization is commensurate may adversely affect the turnover. The overall amount of compensation provided by other organizations affects the rates of employee turnover. Organizations, which provide high packages in terms of compensation, attract more applicants during

recruitment and are likely to retain their employees as compared to those that offer low package. Most organizations adopt other retention strategies without necessarily paying higher wages (Leighn, 2002). However, Sekaran, (2000) argues that good pay is one of the most crucial factors that enhance the bond between the employee and the organization.

Organizations provide often-high packages of pay like special pay, stock options, bonuses, gain share pay as well as retention pay for retention and attraction of employees who are talented within the market. Though there are organizations, which like having common pay for a cluster category of employees, some have continued rewarding employees individually for their individual achievement at work. The system is however not favorable for the hardworking employees who may not feel adequately compensated for their work. The inconsistency may eventually result to frustration and dissatisfaction among the employees (Feldman, 2000).

2.5 Leadership

Leadership is regarded to be an effective factor in retention of employees. The manner in which the boss interacts with their junior employees can be a determinant of whether the officer will remain or exit the organization. Leaders in an organization are key to human resource. Greenhaus, (2004) noted that the perception which the employees have about their organization is mainly shaped by their interaction with their supervisors. Good support from supervisors, proper communication and cohesive employees' relationship reduces employee turnover. On the other hand, employees who have strained relationship with their employer have higher probability of exiting their current

employment to other organizations. Sekaran, (2000) opined that what motivates employees to exit the organization is not the job itself but do so to separate themselves from their bosses. Employees who are highly valued and have a sense of esteem will take active portion in the goals and values of the organization. A leadership strategy which works well can be revealed through informal and formal acknowledgement. Silbert (2005) notes that organizations which have good leadership and support system ensure that the retention rate of competent employees is made a priority. To promote accurate management of performance appraisal, the leader should deliberate on development of the workers away from the formal evaluation exercise. This enables the staff to position themselves appropriately within the organization beyond their vertical career growth (Freyermuth, 2007).

When employees are not supported in the organization, they may tend to leave and join where their effort is recognized and appreciated. Managers can afford the employees good communication, appreciate and make them feel treasured. Tahir and Sajjad (2014), point out that the supervisor's feedback assists in boosting the confidence of the personnel and make them more responsible. Other personal interventions which may motivate employees include, extending them some loans, counseling them when in need and offering them childcare services. Similar sentiments were reported by Sahail (2014).

In the NPS, it has been observed that the leadership is more focused on the welfare of the employees without taking fair consideration to the performance. The same challenge is mirrored in the counties where little attention is given to the service delivery (Amnesty International, 2013). The structure of leadership in NPS requires to

be reviewed to focus its efforts in serving the public. Current leadership has led indeed to poor interpersonal relationship between junior staff and the managers hence broadening the gap between them. Other emerging ramifications may entail the increase in criminal activities, renewed social disorder and decline in the public confidence among policing institutions (Njuguna 2013).

2.6 Theoretical Framework

The study was guided by Fredrick Herzberg's two factor theory and the job embeddedness theory in order to explain the retention strategies on performance among police officers within Kisumu County.

2.6.1 Fredrick Herzberg's Two Factor Theory

Proponent of this theory is Fredrick Herzberg who contends that each worker has two sets of needs: hygiene and motivational needs. In this regard employees remain in their current jobs because their needs are being met; when their needs are not met, then they are persuaded to leave resulting to higher labor turnover. According to the theory, employees are motivated by aspects which are related to the work itself. The factors which motivate employees are referred to as the intrinsic factors or satisfiers and include recognition, achievement, advancement, responsibility, interesting work as well as growth. When the satisfiers are present at the workplace, employees are happy with their job. When the employer meets the satisfier factors, the employees feel to have accomplished something, valued and are willing to invest more efforts in their job.

The factors which cause workers not to be happy with their work are called hygiene factors or dissatisfiers. Some of the hygiene factors include supervision, company

policy, interpersonal relationships, security, status, salary as well as working conditions. When the hygiene factors such as unfair organization policies and poor supervision are present at workplace, the employees are dissatisfied and tend to have negative attitude towards the organization. This however means that the employees are dissatisfied but does not imply they are satisfied. The theory indicates that the opposite of satisfiers is not dissatisfiers. Dissatisfiers differ with the satisfiers in that unlike satisfiers, they are not derived from the job itself but from external environment (Armstrong, 2007).

The presence or absence of either satisfiers or dissatisfiers highly informs the decision of employees to either exit or to remain in an organization. For an organization to retain its employees, it should develop strategies which ensure that employees remain motivated (James & Mathew, 2012). Organizations which pay well and offer good benefits attract more and skilled employees who eventually translate to increased efficiency in production. This makes it possible to achieve higher competitive advantage and be flexible while still remaining competitive and cost effective. NPS require strategies which motivate employees to continue working and remain loyal to the Police Service as opposed to exiting in search of better jobs. This would go a long way in reducing labor turnover in the Service.

2.6.2 Job Embeddedness Theories

According to Silbert (2005), People stay in their jobs if there are compelling factors from the organization or the community where they work which match their requirements and address their needs. Job embeddedness informs the choice of whether to exit or remain in the organization. Those who are embedded in their job, are more

likely to stay longer in the organization which eventually improves productivity since the employees get more experienced and the organization is saved the costs of frequent recruitments. Professional and social connections that employees develop while working in a given organization become much entrenched in their lives to an extent that many of them would not be willing to break the web by exiting the organization. Organizations should endeavor to see their employees develop such deep relationship within the organization or in the surrounding community which will embed the employee to the organization such that their urge to exit is tremendously reduced. Embeddedness can be achieved through the components of job embeddedness which include links, fit and sacrifice.

Links dimension refers to the attachments and relationships that an employee has within the organization or the nearby community. Links can include how the employees relate with colleagues at work, working teams, existence of child care and medical cover among others things. Employers should manage the links of their employees by for example, striving to have good working relationship, offering them with mentors, offering good medical cover and designing of work in teams. An employee who is well embedded within the organization and with the community may find it difficult to leave since they do not want the links to break.

Fit is the second component of job embeddedness and entails the extent to which workers aspirations match those of the organization or the community they serve. It is about whether the employee is comfortable with the values, cultures, weather, vision, policies or other issues that the organization or the community hold dear. The more employees' values and other aspects match with those of the organization, the more the

employee is likely to remain in the organization. Hence, the human resource department within the NPS must ensure that the needs of the individual such as personal values, career goals as well as plans for the coming years fit with the goals and plans of the organization. This will make sure that the police officers feel bonded to the NPS hence ensuring that the officers are retained and thereby promoting exemplary performance in service delivery.

The third approach in the theory of job embeddedness is sacrifice. Sacrifices refer to the benefits and privileges that an employee would forego in case they exit the organization. Such benefits include health benefits, convenience of work station from home, physical and job security. If the sacrifice is significant enough to the employees, it can persuade their choice to remain in the organization. Job embeddedness in NPS needs to be interrogated since it may provide possible solutions to retention of staff in the service. This is because it seeks to enable the NPS to ascertain why police officers decide to stay hence creating the most relevant strategies for retention that befits the NPS.

2.7 Summary and Gaps of the Literature

Employee retention strategies are basically dependent on diverse number of variables. Research has not come up with factors which are conclusive which can actually guarantee the employee retention since what motivates one to stay within an organization varies from one individual to another. It is actually assumed that employees who are motivated always stay relatively longer within an organization. However, motivation is not always the same since mood changes affect the motivation

level. The absence or presence of motivation solely depends on the individual, being well remunerated, having the appreciation feeling and being re-assured over one's prospects in career which do not guarantee the employer of employees who are highly motivated. The mere fact that the employer has adopted measures to keep their employees engaged and motivated does not guarantee that the employees will actually stay. Employees can move to competitors who provide a better package as compared to the current employer.

In spite of the extensive empirical studies on employee turnover, there are literally very few researches which comprehensively and effectively bridge the scholarly evidence relating to employee retention particularly within the NPS. This is despite security being a key determinant in achieving vision. As a result, most of the managers have misconceptions over employee turnover. For instance, majority of the managers may believe that employee turnover is homogenously irrational and that majority of the employees exit their jobs as a result of pay. Other assumptions are that job dissatisfaction is the primary justification as to why people leave, that there is little what managers can do to affect the turnover decisions made individually, or that the best practices generally are the best manner to manage the retention.

These misconceptions may be actually harmful to the managerial careers and organizations since they may make managers come up with ineffective retention strategies which fail to lower the rates of employee turnover which are regarded to be not cost-effective or retaining even the incompetent employees while chasing away the ones who are regarded to be most important. This study seeks to replace these misconceptions which are common about employee turnover with evidence premised

retention rate strategies information with regard to the NPS officers within Kisumu County.

2.8 Conceptual Framework

The conceptual framework in figure 1 shows that the dependent variable is performance while retention strategies (training and development, career advancement, compensation and leadership) are the independent variables used to measure the retention strategies. The intervening variables in this case assist in improving or making informed interventions on how to address the issue of retention among NPS officers.

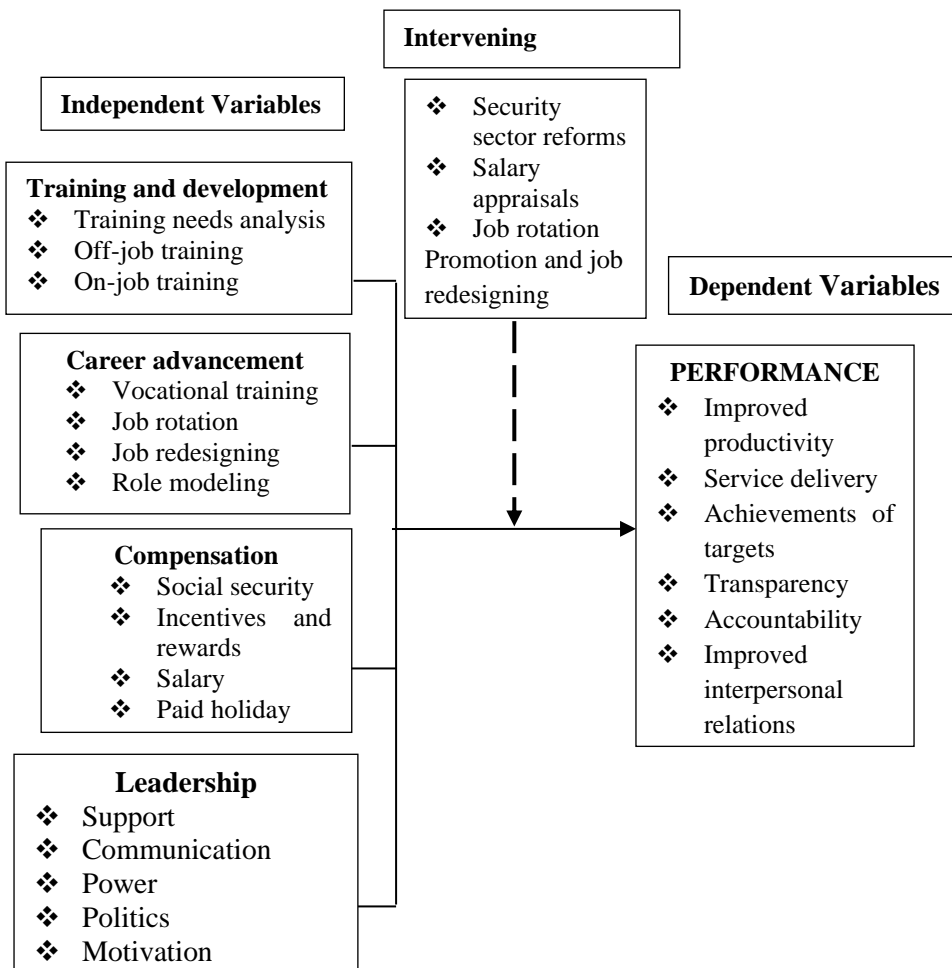


Figure 1: Conceptual framework, Source: Author, 2020

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on research design, site selection and the sampling. The technique for sample size determination and tools of data collection are also presented. The other sections of the chapter are data management and analysis as well as ethical issues of the study.

3.2 Research Design

The study adopted a mixed methods approach by combining cross-sectional survey and phenomenology design. The mixed methods approach promotes the systematic combination of quantitative and qualitative data in a single study (Creswell & Plano , 2011) According to Wisdom and Creswell (2013), this approach allows the researcher to collaborate data in a better way than when separate quantitative and qualitative data collection and analysis are carried out. By combining the cross-sectional survey and phenomenology designs, the researcher shall achieve a convergence, which according to Lawrence , et al. (2011), makes it possible to validate findings using quantitative and qualitative data sources.

The mixed methods approach is ideal for this study since it makes it possible to reflect study participants' point of view by giving a voice to study participants and ensure that study findings are grounded in participants' experiences. The cross-sectional survey collected data from sampled police officers. Through phenomenology, the study sought to explain the retention of police officers in the service through interviewing key informants in Kisumu County.

3.3 Site Selection and Description

This study was conducted within Kisumu County. According to 2009 National Census the county has a population of about 968,909. Kisumu County is 2085.9 km². Siaya County to the west, Vihiga County to the north, Nandi County to the north east, and Kericho County to the east are the counties that border Kisumu County. In addition, Homa Bay County is to the south west, while Nyamira County is to the south. Kisumu County is split into seven Sub-Counties: Kisumu East, Kisumu Central, Kisumu West, Seme, Nyakach, Muhoroni, and Nyando. Kisumu County is split into seven Sub-Counties: Kisumu East, Kisumu Central, Kisumu West, Seme, Nyakach, Nyando and Muhoroni. The central economic activity in this county is fishing being that the County has Lake Victoria shoreline as well as a portion of Winam Gulf on the Southern shores. The county is under the command of the County Commander with assistance of seven Sub-County Commanders commonly referred to as the OCPD. The Police Stations within the various Sub-Counties are under the command of station commanders or the OCS.

Provision of service delivery by police officers in Kenya is affected by several factors such as availability of resources like such as communication equipment, vehicles and housing. According to Transparency International (2016) Nairobi and Kisumu had a higher rate of reporting on factors that affect service delivery by officers. A comparison of Nairobi and Kisumu shows that service delivery by police officers from Kisumu County were more affected in Nairobi. For example, the rating of the working conditions by officers in Kisumu in terms of office quarters was poor compared to average by those in Nairobi (Transparency International, 2016). There is a high

likelihood, therefore, that police officers from Kisumu County would leave the service should they get opportunities with better terms and working conditions.

3.4 Target Population

The target population for this were police officers across the ranks ranging from gazetted officers to police constables within the police commands in Kisumu County.

The distribution of police officers in the county is presented in table 1

Table 3.1: Distribution of Police Commands in Kisumu County

RANK	Kisumu Sub-Counties Command Target Population							Total
	Kisumu East	Kisumu Central	Kisumu West	Muhoroni	Nyakach	Nyando	Seme	
Gazetted Officers	1	5	4	4	1	1	1	17
Chief Inspectors	1	3	2	2	1	1	1	11
Inspectors	2	8	1	2	3	2	2	20
Senior sergeants	1	1	1	1	1	1	1	7
Sergeants	2	3	2	2	1	1	1	12
Corporals	4	8	2	3	1	2	2	22
Police Constables	34	112	21	24	89	68	23	371
TOTALS	45	140	33	38	97	76	31	460

3.5 Sampling Procedure and Sample Size

3.5.1 Sample Size Determination

The sample size needed for this investigation was calculated using both accuracy and confidence levels. Cochran's sample size formula will be used for this (Bartlett, Kotrlík, & Higgins, 2001) thus:

$$n_0 = \frac{z^2 pq}{e^2}$$

Where:

n is the desired sample

e is the desired level of precision (the margin of error),

p is the estimated proportion of the population with the attribute in question, and

q is 1 – p

In this case, the level of confidence is 95% and 9% (+-) precision. At 95% confidence level, the Z value is 1.95. Therefore:

$$n_0 = \frac{[(1.95^2)(0.5 \times 0.5)]}{0.08^2}$$

$$n = 385$$

Thus, a random sample of 385 police officers in the target population was selected to participate in this study. In addition, 20 police officers were selected purposively from among those who had resigned from service to join other employment sectors.

3.5.2 Sample Selection

Study participants shall be selected through probability proportional to size (PPS) sampling. Probability proportional to size sampling shall be appropriate since the population of police officers in Kisumu County is finite (table 1) and therefore the

probability of selecting a unit is proportional to its size. This shall be achieved through single stage sampling. The first step is to determine the proportion (in percentage) that each rank contributes out of the population of 460, then compute that proportion out of the desired sample; 385. This approach yields the following samples per rank as shown in table 3.2.

Table 3.2: Sample Breakdown of Police Commands in Kisumu County

Rank	Population(N)	% to N	Sample size(n)
Gazetted Officers	17	3.7	14
Chief inspectors	11	2.4	9
Inspectors	20	4.3	17
Senior sergeants	7	1.5	6
Sergeant	12	2.6	10
Corporals	22	4.9	19
Police constables	371	80.7	311
Total	460		386

To select the 386 participants, the researcher shall use the nominal roll in each police station as the sampling frame. The study participants shall be selected through simple random sampling using a random number generator. To select 20 police officers who have resigned from service to join other employment sectors, the researcher shall use available records from police headquarters.

3.6 Data Collection Procedures

Structured questionnaires were utilized to affirm that every respondent reply to the similar set of closed and open-ended questions preferred due to simplicity in the administration, scoring of analysis and items.

3.6.1 Tools of Data Collection

Two instruments were used for data collection – a structured questionnaire and an interview schedule. The structured questionnaire targeted sample respondents. It was administered face-to-face and was therefore appropriate since it made it possible to examine retention strategies on performance among national police service officers. Secondary data included review of relevant reports, theses, dissertations, books, and journals. Relevant government reports and policy documents were also reviewed to supplement the primary sources of data.

3.6.2 Data Collection Process

An introductory letter from Kenyatta University was obtained and submitted to the NACOSTI for guarantee of research permit. The researcher then informed of the, Kisumu County Commander Office on the intention of the researcher to collect data within his area of jurisdiction. Administration was done in collaboration with research assistants in order to enable expeditious and efficient data collection.

3.7 Validity and Reliability

Pilot research was carried out to see if the data obtained satisfied the research's goals. Thirty-nine volunteers were recruited from Gem Sub-County in Siaya County, and they were police officers in the grades of corporal and constable. According to Hertzog (2008), for the study a pilot sample is expected to represent 10% of the final sample

size. The data was evaluated to find any problems in the questionnaire so that it could be revised accordingly.

Cronbach's alpha, was computed to ensure reliability. The reliability coefficient for the first test of Cronbach's Alpha statistics was .5, indicating a poor degree of internal consistency. The reliability coefficient was .7 after the question items were revised, which is an acceptable degree of consistency (Christmann and Van Aelst, 2006; Fawcett, 2006; Field, 2009; Sijtsma, 2009).

The study employed methodological triangulation with many data gathering methods to verify that the results were legitimate (Cohen, Morrison, & Manion, 2007). This was beneficial since it allowed more complete data to be collected and confirmed results, which in the end became more effective. Data have been gathered via self-administered interviews and questionnaires. Sample respondents and key informants were the sources of data. The data analysis employed a combined qualitative and quantitative methodology. Qualitative data were collected and quantitative results were augmented and clarified by assisting to discover common subjects.

3.8 Data Management and Analysis

Enumerators submitted completed questionnaires to the researcher on a daily basis. Open-ended questions were coded and entered. Cleaning of data was done to check for completeness. The research team then entered data into the Statistical Package for the Social Sciences (SPSS) for analysis.

The data from interviews was recorded in fieldwork notebooks then transcription was done and data typed verbatim in MS Word. Thematic analysis was done, which was used to supplement data obtained through questionnaires.

Quantitative data was analyzed through descriptive statistics; which were used to organize, summarize, and convey distribution of selected variables. Percentages, frequency distributions and contingency tables were used. The first step in quantitative data analysis was computing frequencies for the background and personal characteristics of the respondents in order to establish the various patterns that emerged. This made it possible to respond to the objectives of the study.

3.9 Ethical Considerations

Before the study begun, the respondents were assured of their anonymity and safety, as well as informed that the research's primary goal was for purposes of education, and that data gathered was used to victimize them. This study got informed permission from the research participants, who were informed that they had the option to opt out of the study at any time before the completion of the study's exercise.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter seeks to look into analysis, organization and presentation of the findings from the respondents through the questionnaires and the interview schedule, which the researcher designed to collect data in this study. It shows the study's empirical results and findings by utilizing the research methodologies highlighted in chapter three. The study utilized various features of SPSS in drawing statistical findings with regard to the effect retention strategies on performance among NPS officers in Kisumu County. This chapter deliberates on the data analysis as well as interview content analysis by various study's key informants. The findings are guided by the research questions and the main objective.

4.2 Presentation of Demographic Information

The study sought to determine the demographic characteristics of the respondents who took part in the study. The demographic characteristics sought were gender, rank, and length of service and highest education level attained. The response rate was also given to show the number of questionnaires that were returned. The demographic findings are presented in 4.2.1 to 4.2.5.

4.3 Response Rate

The number of questionnaire issued were 148,108 were returned complete for analysis, accounting for a response rate of 73 percent. Mugenda and Mugenda (2003) noted that a 50% response rate is regarded to be good for any data analysis while any which is greater than 70% is regarded to be very good. Orodho (2009) supports this by noting that any response rate which is above 50% leads to collecting of adequate data which

may be generalized to mark the respondents' opinions over the problem of the study within the population targeted. Conversely, Kothari (2004) denoted that for a social science study, 60% response rate is considered to be adequate for statistical analysis. Anchored on the views of Oloyo (2001), a good rate of response for a study is paramount since it mirrors the suitability of the procedure of a study. 73% response rate is hence a good response rate for data analysis in this study. The findings are presented in Table 4.1.

Table 4.1: Questionnaire Response Rate

Response	Frequency	Percentage
Returned questionnaires	108	73%
Un-returned questionnaires	40	27%
Total	148	100

Source: Field Data, 2020.

4.2.2 Gender of Respondents

The goal of the study was to determine how respondents were classified in terms of gender. The results as depicted in Table 4.4 indicate that 35.19% of the total respondents were female whereas their male counterparts were 64.81% suggesting that the majority of the respondents were male. The response on gender was vital since both men and women in uniform play different roles when it comes to law enforcement and might be having different perception when it comes to retention within the National Police Service.

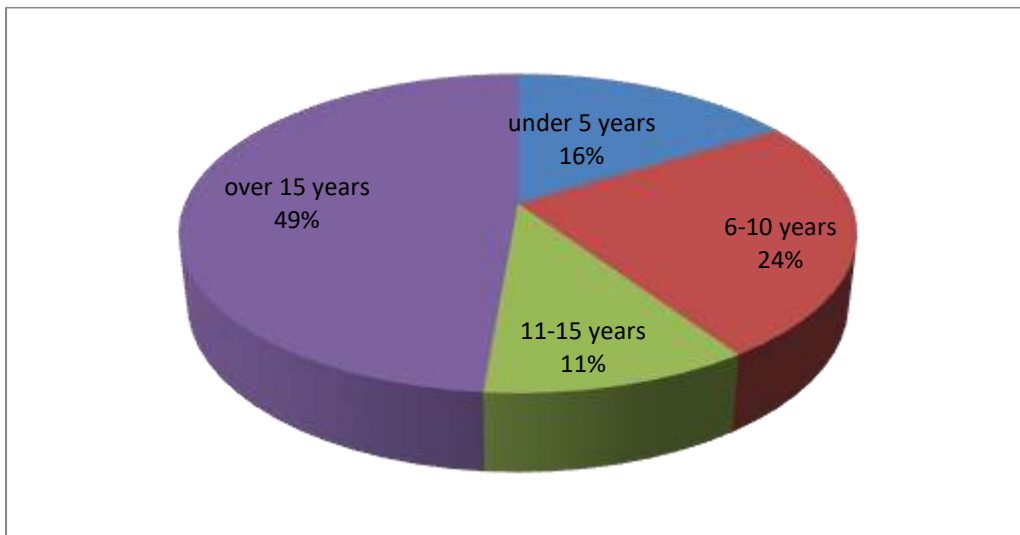
Table 4.2: Gender of Respondents

Response	Frequency	Percentage
Male	70	64.81
Female	38	35.19
Total	108	100

Source: Field Data, 2020.

4.2.3 Length of Service

Concerning the period served in the service, The results as given in figure 4.1 indicate that for less than 5 years 16.2 per cent of the interviewees have had a service, whereas for 6-10 years 24.3 percent had a service. For 11-15 years 10.8% of respondents served, while those served after 15 years served were 48.6%. This is crucial in understanding how work experience among the law enforcement agents could affect the retention rates.

Figure 4.1: Length of Service

Source: Field Data, 2020

4.2.4 Rank of Respondents

An analysis of the ranks of the officers was made and the results obtained are shown in table 4.3. The results in table 4.3 indicates that majority of the respondents (37%) were police constables, 28% of the respondents were police corporals, 14% of the respondents were sergeants, 9% were senior sergeants, 7% were police inspectors while 5% of the respondents were chief inspectors. In this study rank was paramount in undemanding the various strains which the officers undergo and whether rank affected their performance since some of the officers had served for long without any promotions. The study noted that graduate police constables who had served for long without any promotions or proper remunerations were contemplating exiting the service for greener pastures. The findings are presented in Table 4.6

Table 4.3: Rank of Respondents

Response	Frequency	Percentage
Police Constables	40	37
Corporals	30	28
Sergeant	15	14
Senior sergeant	10	9
Inspectors	8	7
Chief insepctors	5	5
Total	108	100

Source: Field Data, 2020

This study was dominated by male respondents. The response on gender was vital since both men and women in uniform play different roles when it comes to law enforcement and might be having different perception when it comes to retention within the National Police Service. The results reveal that the majority of respondents serving in the military have been in the military for more than 15 years. This is crucial in understanding how work experience among the law enforcement agents could affect

the retention rates and whether the police are contented with what they receive from the service.

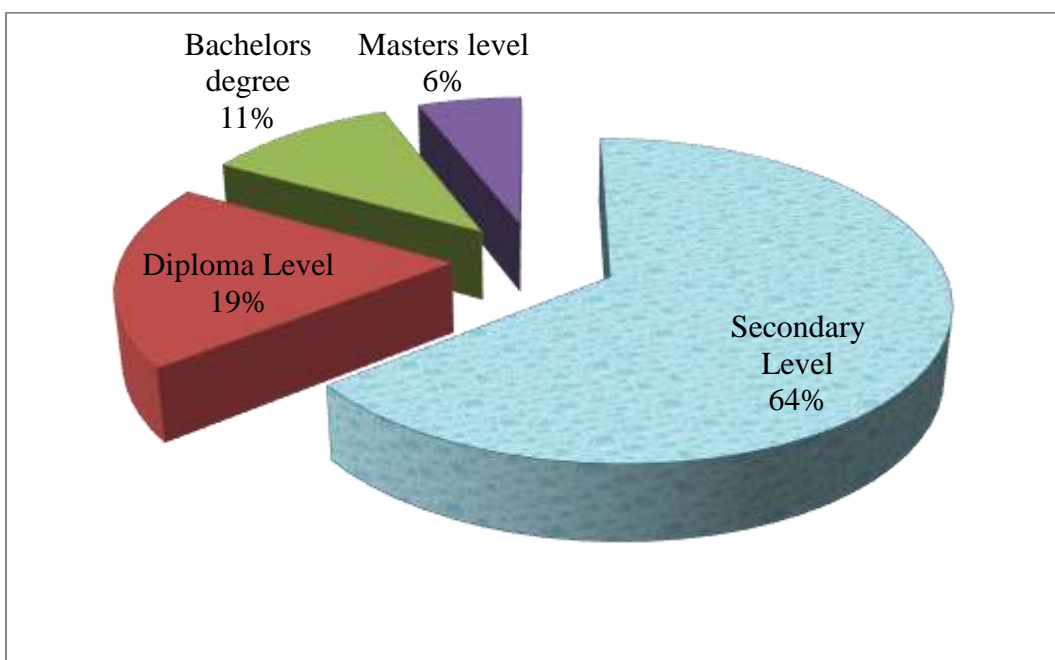
In relation to ranks, this study was dominated by police constables. It is paramount to note that rank was paramount in undemanding the various strains which the officers undergo and whether rank affected their performance since some of the officers had served for long without any promotions. The study noted that graduate police constables who had served for long without any promotions or proper remunerations were contemplating exiting the service for greener pastures. Finally, in terms of educational attainment, According to the researchers, the researcher intended the majority of those interviewed to have high school education. The overwhelming majority of respondents (64 per cent) have finished high-school education according to statistics provided in figure 4.1. The justification for the study being dominated by those having secondary level of education is due to the fact that the minimal entry into the service is form four D+ grade

4.2.5 Respondent's level of Education

The scientist wanted to discover how well the participants were trained. The overwhelming majority of respondents (64 per cent) have finished high-school education according to statistics provided in Figure 4.2. Additionally, 20(19%) of the respondents had diploma level of education, 12(11%) were bachelor's degree holders while 6(6%) of the respondents had acquired master's degree in various disciplines. The justification for the study being dominated by those having secondary level of education is due to the fact that the minimal entry into the service is form four D+ grade. Further the study realized that those who were having tertiary education, had acquired

such education in disciplines such as; criminology, security, diplomacy, international relations, development studies, forensic science, peace and conflict management. It was also encouraging to learn that some officers' particularly gazetted officers were pursuing doctorate studies. The findings are reflected in figure 4.2

Figure 4.2: Level of education of Respondents



Source: Field Data, 2020

4.3 Presentation of Findings

This section seeks to conduct data analysis on the various parameters of the independent variables. It seeks to present data analysis and findings as indicated in chapter three. The presentation and analysis is guided by the four objectives of the study, namely; investigate how training and development strategies affect performance of the NPS officers, to assess how career advancement strategies affect output of NPS officers, to assess effects of compensation strategies on performance among NPS officers and to

examine the results of good leadership strategies NPS in the NPS within Kisumu County

4.3.1 Training and Development Strategies

The first specific objective sought to determine the effect of training and development strategies on performance of police officers within Kisumu County. The findings are presented thematically below in regard to this first specific objective.

4.3.2 Whether Training and Development affects Police Performance

The first specific objective was to determine whether training and development affects performance of police officers within the National Police Service. This study noted that majority of the respondents (83.3%) agreed that training and development strategies as a retention strategy impacted performance of police officers within the NPS significantly. Conversely, 16.7 of the respondents cited that training and development retention strategies had no effect on police performance.

The findings are in line with Birzer (2003) who noted that training is crucial in most sections of the police service though the environment today seems to be debatable. Training boosts the skills and capacity of the police and increases the chances of the officer winning the confrontations, which in turn reduces complaints and lawsuits against the department or individual police officer. Community also gains more confidence with the police service when officers undergo trainings. The findings are presented in table 4.4.

Table 4.4: Whether Training and Development affects Police Performance

Response	Frequency	Percentage
Yes	90	83.3
No	18	16.7
Total	108	100

Source: Field Data, 2020

Findings from the key informant interview by one of the senior Gazetted officers from Nyando area indicated that;

Training and development is a serious challenge within the National Police Service. Oblivious of the reforms and milestones made in a bid to improve the image of the NPS and its service delivery, training and development in areas such as career counseling and coaching is a major challenge. Programs such as inter-agency coordination among various security agents such as the NIS among other state security agencies is vital in career development among the law enforcement agents (**Source: Key Informant Interview 1, 4/08/2020**)

4.3.3 Extent of Effect of Training and Development on Police Performance

According to the findings presented in Figure 4.3, the study noted that training and development strategies was very paramount in improving the performance of police officers as indicated by 51% of the respondents who noted to a great extent. Moreover, 40(37%) of the respondents cited very great extent, 5% cited moderate extent while 4% of the respondents cited little extent and no extent subsequently. The findings are consistent with Ransley's Task Force (2009) which reported that training and development was very paramount in improving service delivery within the NPS and

public appeal. The Task further noted that although the senior officers have been receiving reasonably good and frequent training, this has not been replicated to the lower cadre of officers. The results are presented in figure 4.3.

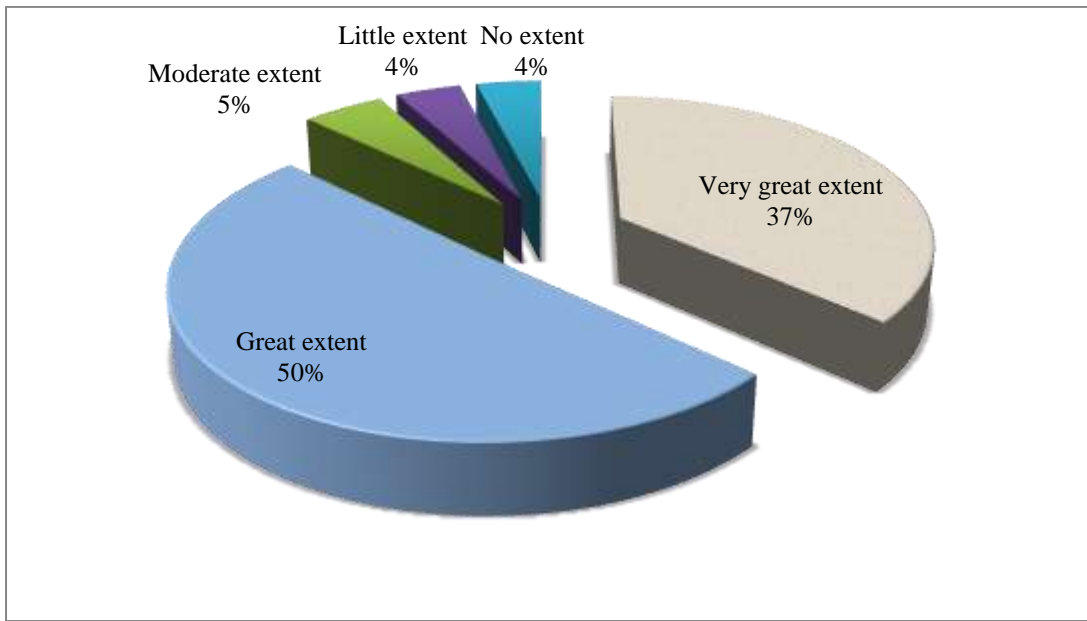


Figure 4.3 Training and police Development

Source: Field Data, 2020

A key informant serving as OCS from Kisumu Central indicated that:

There is a strong nexus between training and development as a retention strategy and ensuring that the performance of police officers is upheld. Majority of the officers will feel motivated if well trained through various short courses and career vocation trips for the purpose of benchmarking. Although the NPS has been taking some of its officers to developed countries such as China for benchmarking exercises, the trickle effect of such career development initiatives is yet to be realized within the entire service (**Source: Key Informant Interview 2, 3/08/2020**).

4.3.4 Extent of Agreement levels on Training and Development on Performance of Police

Through a five-point Likert scale, the study established that majority of the respondents (35%) were in agreement that the NPS has a comprehensive policy on training and development which has greatly improved its performance and service delivery in general. Conversely, 27% of the respondents cited that they strongly disagree and strongly agree subsequently.

Interestingly, the majority of respondents (50%) strongly disagree that the NPS conducts continual training needs assessments to improve performance. On the other hand, 32% of the respondents disagree. The survey also found that a large percentage of responders (40%) said that training programs are reviewed to see how effective they are at enhancing officer performance within the NPS. Furthermore, the majority of respondents (40 percent) agreed that information gained via ongoing training had a direct impact on my work performance as a police officer, according to the survey. As a result, 35% of the respondents strongly agreed.

The study noted that a greater percentage of the respondents (42%) indicated that they strongly disagree that the current police-training curriculum is adequate for improving performance. Additionally, 28% of the respondents disagreed. According to 37% of the respondents cited that they strongly disagree that the NPS has adequate training facilities as well as equipment for improving of police performance within the NPS. Conversely, 33% of the respondents also agreed.

Concerning whether on-job training at the NPS and whether it is adequately done, the study noted that majority of the respondents (32%) indicated that they disagree that on-job training is adequately conducted, followed by 30% of the respondents who strongly disagreed. Among the concerns of the first objective was also on the issue of upgrading facilities at the police training colleges to improve on police performance. Majority of the respondents (45%) that there is an urgent need of improving the conditions of police training facilities to better their performance. Conversely, 35% of the respondents also agreed. The findings are presented in table 4.5

Table 4.5: Level of Agreement on Training and Development on Performance of Police

Training and Development Strategies	SD	D	NS	A	SA
The NPS has an extensive training policy that ties education to performance.	27(25%)	11(10%)	5(5%)	38(35%)	27(25%)
Training needs evaluation within the NPS to improve performance is carried out regularly	54(50%)	32(30%)	5(5%)	9(8%)	8(7%)
Training programs are reviewed to assess their performance efficiency among NPS officials.	32(30%)	43(40%)	11(10%)	13(12%)	9(8%)
Knowledge gained via ongoing training directly influences my work as a police officer.	11(10%)	11(10%)	5(5%)	43(40%)	38(35%)
The present police training program is enough to enhance police performance	45(42%)	30(28%)	11(10%)	14(13%)	8(7%)
The NPS has adequate training facilities and equipment to improve on performance	40(37%)	36(33%)	11(10%)	9(9%)	12(11%)
On job training at the NPS is adequately conducted	32(30%)	35(32%)	5(5%)	22(20%)	14(13%)
Facilities at the police training institutions should be upgraded to improve on police performance	11(10%)	8(7%)	3(3%)	38(35%)	49(45%)

Source: Field Data, 2020

The study noted that training and development strategies were very paramount in improving the performance of police officers as indicated by 51% of the respondents

who noted to a great extent. The findings are consistent with Agarwalla (2010) who reiterates that training and development within any organization is vital in developing of the abilities of an employee and in satisfying the future as well as the current needs of the manpower within the work situation.

The observation is further supported by Dipak (2011) who noted that training and development increases the morale of the staff within an organization and have various benefits including issues to deal with improvement of performance through incremental steps or a relatively steady increase which heightens the opportunities to individual employees who are to be promoted, a team to be recognized and the rewarded as well as improving of organizational quality service delivery.

Cole (2011) additionally noted that training and development is a crucial mandate of the human resource planning which make sure that sufficient categories and numbers of reliable employees are available to offer services to the standards expected and ensuring of succession within organization against natural resignations, retirements and attrition. According to Ransley (2009) the National Police Service as an organization has the mandate of developing training and development procedures as well as ensuring of systematic and focused training. The procedures for standard training must be formed for the stated policy realization as well as guidelines in order to acquire the desired and defined results. The study has shown that the organization will basically require identifying all the key stakeholders of the National Police Service so that they can offer them important inputs when developing the policy for the aim of ownership and smooth policy implementation. Amrstrong (2012) cited that this will assist the rolling out of the

policy not only to be actually smooth but also directed towards acquiring of the results agreed.

Philiph (2009) reported that the police have been actually blamed for failing to carry out litigation in any manner which is convincing. The best practices in organizations which are vibrant do make review of their programs of training more regularly so as to better the employees' productivity which bear significant effect on the organization utility (Cascio, 1991). The training programmes can be actually scheduled, selected venue, the availed resources at the right time, selected trainees as per the criteria laid down and be actually informed in good time for the attendance with policy for training in place (Illeris, 2008).

Armstrong (2012) reported that the staff will feel more to smartly work to acquire their organization and individual targets since all the employees are aware of the equal opportunities which are open to them and the selection criteria premised on vacancies, discipline, gender and performance available for development of capacity and progression of career since the adult learners resist learning when they feel it is actually being imposed on them or it is not relevant directly to their work (Armstrong 2012). Sklansky (2011) noted that policing should not be premised on data analysis but around innovation, legitimacy and accountability. Rummler & Brache (1990) denotes that for true improvement demands performance, an organization entire systematic view; hence law enforcement agents will need a policing framework for training.

4.4 Career Advancement Strategies

The second objective was to assess how career advancement methods affected the performance of police personnel in Kisumu County. The findings are presented in the subsequent sections.

4.4.1 Whether Career advancement Strategies affects Police Performance

According to the findings in table 4.6, this study noted that majority of the respondents (92.6%) indicated that they are agree that career advancement strategies as one of the retention strategies significantly affects police performance within the NPS. On the contrary, 7.4% of the respondents had contrary opinion indicating that career advancement strategies do not affect police performance in Kenya. The findings are reflected by Njuguna (2013) who opined that career advancement is mutually beneficial since it offers the imperative results to the workers and employers. Growth and advancement is necessary to enrich and nurture employees to be more professional and competent. The findings are presented in Table 4.6.

Table 4.6: Whether Career advancement Strategies affects Police Performance

Response	Frequency	Percentage
Yes	100	92.6
No	8	7.4
Total	108	100

Source: Field Data, 2020

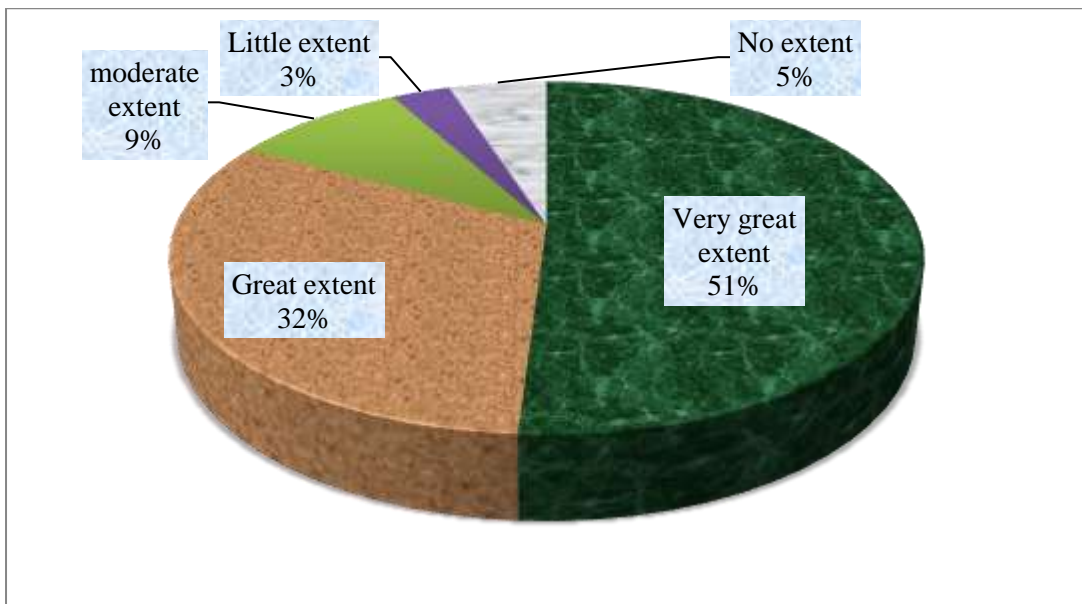
4.4.2 Extent of Effect of Career Advancement Strategies on Police Performance

The results in figure 4.5 show that career advancement strategies was crucial in improving the performance of police officers as reported by 51% of the respondents who noted to a very great extent. Additionally, 35 (32%) of the respondents cited great

extent, 10 (9%) cited moderate extent while 3% of the respondents indicated little extent while 5% of the respondents indicated subsequently. The findings are supported by Greenhaus (2004) who cited that organizations as well as their employees are in a position to benefit from programmes on career management which assists the individuals to explore themselves and their working environment as well. They can also derive huge benefits in the form of having employees who are productive and having efficient desires matching of employees with the corporate human resource requirements. The most vital elements to be considered in line with the role of career advancement strategies and the performance of the employees are training opportunities, opportunities for coaching and careers developing

The findings are presented in Figure 4.4

Figure 4.4: Extent of Effect of Career Advancement on Police Performance,



Source: Field Data, 2020

An interview by one of the Assistant Superintendent of Police from Kisumu County in-charge of criminal investigations indicated that;

Advancing of career is very paramount to our esteemed officers. It is through career advancement that our officers' feels motivated to do their best in safeguarding life and property and ensuring that contribution is recognized. Through organizing of workshops and promoting of talents through a number of well dedicated career development programs within the service which in the long-run improves the need of self-worth among the police officers. Such initiatives have significantly lowered labor turnover within the service (**Source: Key Informant Interview 3, 5/08/2020**)

4.4.3 Agreement on Career Advancement on Police Performance

Findings from Table 4.7 reveal that a large number of respondents (40%) strongly believed that interagency cooperation with other state organizations like IPOA is generally encouraged by NPS, Ombudsman and EACC in ensuring career advancement within the organization, 45% of the respondents indicated that they strongly disagree that NPS normally offer a platform for career development for the police officers, 40% indicated that they strongly disagree that they feel motivated by career development plan being offered by the NPS.

Furthermore, the studies indicated that most respondents (38%) disagreed that they are permitted to take part in professional seminars and lectures that are crucial for their career improvement. 41 (38%) disagreed that Career advancement programs offered in my organization has enabled them to achieve their personal goals and this has added to my contribution to the organization, 50% of the respondents indicated that they agree career advancement strategies within NPS has helped the organization to increase my effectiveness, 50% strongly disagreed that the NPS allow them to set their individual goals and objectives, in regard to career mapping a significant percentage of

respondents(35%) indicated that they strongly disagree that the NPS normally conduct career mapping. Moreover, the study noted that 43% of the respondents disagreed that the NPS treat them equally as partners in working towards meeting the set goals, 36 percent of respondents strongly disagree that they are frequently involved in assessing the NPS's performance analysis.

Table 4.7: Agreement on Career Advancement on Police Performance

Career Advancement Strategies	SD	D	NS	A	SA
My organization normally encourage inter-agency coordination	16(15%)	11(10%)	5(5%)	32(30%)	43(40%)
My organization provides me a platform to develop my career	49(45%)	27(25%)	5(5%)	11(10%)	16(15%)
I feel motivated by the development plan offered by my organization	43(40%)	27(25%)	7(6%)	10(9%)	11(10%)
I am allowed to participate in career workshops and expos which are paramount in improving my career	38(35%)	27(25%)	11(10%)	27(25%)	5(5%)
Career advancement programs offered in my organization has enabled me to achieve my personal goals and this has added to my contribution to the organization	35(32%)	41(38%)	5(5%)	16(15%)	16(15%)
The career advancement strategies in my organization has assisted the organization to increase my effectiveness	5(5%)	11(10%)	5(5%)	54(50%)	32(30%)
My organization allow me to set my individual goals and objective for the organization	54(50%)	22(20%)	11(10%)	5(5%)	5(5%)
My organization normally encourages career mapping	38(35%)	30(28%)	5(5%)	19(18%)	4(4%)
My organization treats me as its partner in working towards meeting the set goals	40(37%)	46(43%)	5(5%)	5(5%)	13(10%)
I am involved in performance analysis in my organization	36(33%)	29(27%)	17(16%)	11(10%)	11(10%)

Source: Field Data, 2020

This study noted that majority of the respondents (92.6%) indicated that they are agree that career advancement strategies as one of the retention strategies significantly affects police performance within the NPS. The findings are reflected by Njuguna (2013) who opined that career advancement is mutually beneficial since it offers the imperative results to the workers and employers. Growth and advancement are necessary to enrich and nurture employees to be more professional and competent. According to the findings, career development is mostly assessed in terms of completed jobs as a result of employees' efforts in pursuing personal professional objectives.

According to research by Weng *et al.* (2012), career progression comprises two important dimensions: career growth and job promotions. Furthermore, according to the survey, personal career progress entails the acquisition of new capabilities that are beneficial to both the business and the individuals in order to fulfill future career demands. Career progression was also shown to imply an improvement in employee job security in this study. Furthermore, this research found that there is a link between employee performance and development in their careers.

The view is supported by Okurame (2005) who noted that occasionally employees hope to progress in their jobs as well as to achieve a notable career. That career advancement expectation, which is enjoying career growth and promotion of career leads to an increase in individual attempts and a passionate organizational activity undertaking (Lieberman, 2003). A study carried out by Avey (2010) noted that career advancement contributes to greater employee retention and job effectiveness. Finally, Savickas (2012) stated that when employees grow in their careers, they become more responsive to change and more knowledgeable about their different work responsibilities.

Employees that believe their company cares about their promotions and advancement have higher job efficiency and effectiveness.

4.5 Compensation Strategies on Police Performance

The third objective sought to determine the effect of compensation strategies on performance of police officers within Kisumu County.

4.5.1 Whether Compensation Strategies affects Police Performance

According to the findings presented in Table 4.8, this study observed that majority of the respondents (90.74%) indicated that they are agree that compensation strategies significantly affect police performance within the NPS. Conversely, 9.26% of the respondents cited that compensation strategies do not affect police performance in Kenya. The findings are further affirmed by Lawler (1990) who reported that compensation plays a paramount mandate in retaining and attracting competent staff, particularly those who offer performance which is outstanding or skills which are unique or which are difficult to get and the ones that the organization has invested more on coaching and experience. Contentment results from mixed rewards but not one reward. The rewards should be linked to good performance and executed promptly. The reward should be of value in estimation of the receiver's judgment. Most of the organizations have made efforts to satisfy their employees by rationalizing their pay with the market rates. The results are shown in table 4.8.

Table 4.8: Whether Compensation Strategies affects Police Performance

Response	Frequency	Percentage
Yes	98	90.74
No	10	9.26
Total	108	100

Source: Field Data, 2020

A key informant interview with one of the Sub- County Criminal Investigation Officer indicated that;

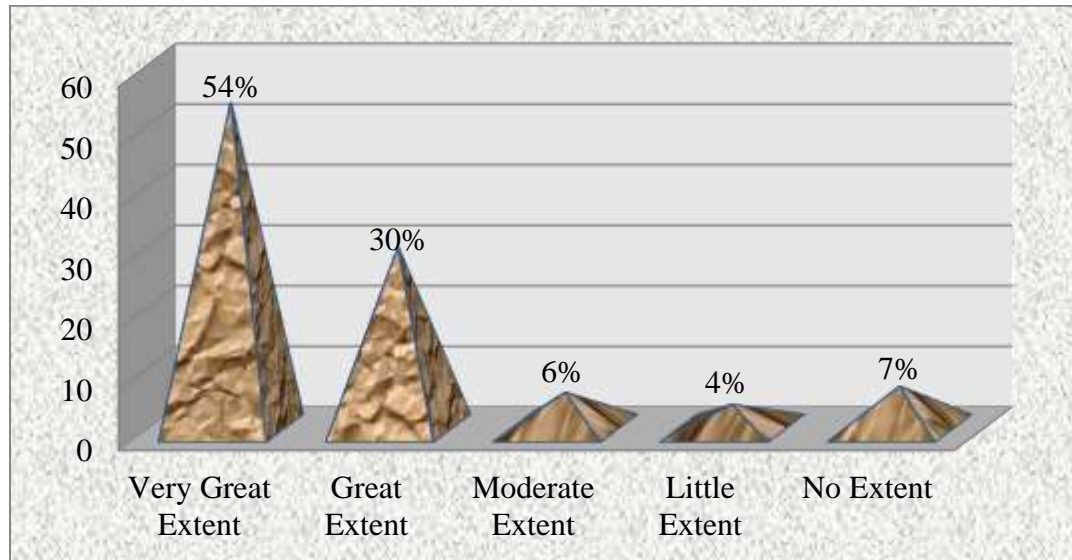
Ensuring that law and order is maintained is a very risky affair. Safeguarding the interests of the police against occupational safety and health hazards is very paramount. Although the NPS has an internal mechanism of ensuring that officers are compensated accordingly, there are still a lot of policy reforms which should be initiated to boost the performance of the NPS officers (**Source: Key Informant Interview 4, 5/08/2020**).

4.5.2 Extent of Effect of Compensation Strategies on Performance of Police

The majority of respondents (58 percent), according to the data given in Figure 4.5, believed that pay techniques as a retention strategy have a considerable influence on police performance. In addition, 30% of respondents said they had a large extent, 6% said they had a moderate extent, 4% said they had a small extent, and 8% said they had a large extent. The findings are supported by Leighn (2002) who noted that the overall amount of compensation provided by other organizations affects the rates of employee turnover. Organizations, which provide high packages in terms of compensation, attract more applicants during recruitment and are likely to retain their employees as compared to those that offer low package. Most organizations adopt other retention strategies without necessarily paying higher wages. Moreover, Sekaran, (2000) argues that good

pay is one of the most crucial factors that enhance the bond between the employee and the organization. The results are presented in figure 4.5.

Figure 4.5: Extent of Effect of Compensation Strategies on Police Performance



Source: Field Data, 2020

4.7.3 Agreement on Compensation Strategies on Police Performance

The findings presented in Table 4.7 indicates that majority of the respondents (40%) strongly agree that they receive their pay on timely and regular basis from their employer NPSC, 50% of the respondents indicated that they strongly disagree that the NPS rewards them for exemplary performance, 42% of the respondents indicated that they strongly disagree that they find themselves motivated by the NPS to put more effort in improving their performance, 38% strongly disagreed that they receive fair rewards from the NPS.

Additionally, 42% of the respondents indicated that they strongly disagree that the salary they receive from the NPS motivates them to work extra hard for the NPS, 36% of the respondents indicated that the salary they receive do not influence their

performance, 50% of the respondents indicated that they agree that incentives are paramount in encouraging team spirit among police officers within the NPS, 40% said they strongly disagree with the NPS' methods of measurement of performance inside the company, 37% of the respondents disagreed that they are offered adequate bonuses in addition to their salaries. Finally, 35% of the respondents disagreed that they are motivated by the bonus they receive. The findings are presented in Table 4.9

Table 4.9: Agreement on Compensation Strategies on Police Performance

Compensation Strategies	SD	D	NS	A	SA
I receive my pay on a regular basis	11(10%)	13(12%)	9(8%)	32(30%)	43(40%)
My organization rewards for good performance	54(50%)	27(25%)	5(5%)	11(10%)	11(10%)
I find myself motivated by the organization to put more effort in my performance	45(42%)	41(38%)	5(5%)	8(7%)	9(8%)
My organization offers fair rewards to the employees	41(38%)	35(32%)	9(8%)	13(12%)	11(10%)
The salary I receive motivates me to work for my organization	45(42%)	30(28%)	9(8%)	10(9%)	14(13%)
In my organization the salary that I am offered influences my performance	39(36%)	37(34%)	10(9%)	11(10%)	12(11%)
Incentives are used to encourage team spirit among employees	6(6%)	4(4%)	5(5%)	54(50%)	32(30%)
My organization creates performance measuring methods that include every employee in the company	43(40%)	38(35%)	5(5%)	9(8%)	13(12%)
I am offered a good bonus pay in addition to my salary	38(35%)	40(37%)	9(8%)	11(10%)	11(10%)
I am motivated by the bonus pay I receive	27(25%)	38(35%)	11(10%)	16(15%)	16(15%)

Source: Field Data, 2020

The data show that the majority of respondents (58 percent) believed that compensation schemes had a substantial influence on the performance of the police as a retention strategy. Employees rewarding themselves inside any business is a technique for encouragement to push themselves continually in order to achieve its goals, according

to Aktar, Sachu, and Ali (2012). If this is not done, employees are likely to be dissatisfied, resulting in low organizational productivity. Financial rewards are the factors for motivation which addresses the basic needs of an individual, non-monetary form which entails rotational duties, balancing duties and medical care which acts also as a motivating factor.

Employees' retention through addressing compensation issues lowers the turn-over rates within the company since the employees will have more incentives to actually stay within their work and saves the organization from many expenses in finding replacements. The findings are supported by Leighn (2002) who noted that the overall amount of compensation provided by other organizations affects the rates of employee turnover. Organizations, which provide high packages in terms of compensation, attract more applicants during recruitment and are likely to retain their employees as compared to those that offer low package. Most organizations adopt other retention strategies without necessarily paying higher wages. Moreover, Sekaran, (2000) argues that good pay is one of the most crucial factors that enhance the bond between the employee and the organization.

4.6 The relationship between leadership in the National Police Service and Police officer's performance

The fourth objective was to assess the impact of leadership on police officer performance in Kisumu County.

4.6.1 Whether Leadership affects Police Performance

According to the findings presented in Table 4.9, this study observed that majority of the respondents (86.11%) cited that they are agree that leadership greatly affects police

performance within the NPS. Contrary to this, 13.89% of the respondents cited that leadership does not affect police performance in Kenya. The findings are consistent with Silbert (2005) who noted that organizations which have good leadership and support system ensure that the retention rate of competent employees is made a priority. To promote accurate management of performance appraisal, the leader should deliberate on development of the workers away from the formal evaluation exercise. Freyermuth, (2007) notes additionally that this enables the staff to position themselves appropriately within the organization beyond their vertical career growth. The findings are presented in Table 4.10.

Table 4.10: Whether Leadership affects Police Performance

Response	Frequency	Percentage
Yes	93	86.11
No	15	13.89
Total	108	100

Source: Field Data, 2020

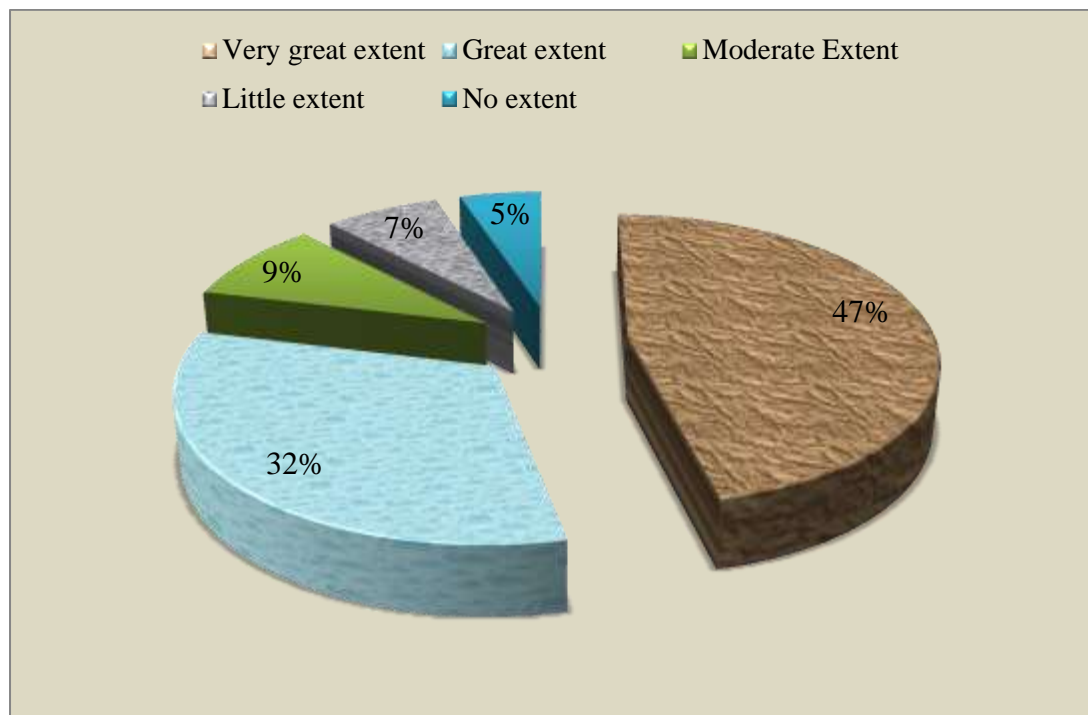
According to a key informant interview by one Sub- County Police Commander, he noted that;

Leadership is paramount in ensuring productivity and performance within an organization. Transactional leadership style enables an organization to grow and promote service delivery within the National police service. The NPSC advocates for respect of police officers across the various cadres as well as conflict resolution mechanisms through good leadership skills (**Source: Key informant Interview 5, 4/08/2020**).

4.6.2 Extent of Effect of Leadership on Police Performance

The results presented in Figure 4.8 show that a greater portion of the respondents (47%) noted that leadership as a retention technique affects police performance to a very great extent. Moreover, 32% of the respondents cited great extent, 9% cited moderate extent while 7% of the respondents indicated little extent while 5% of the respondents indicated no extent. The findings are consistent with Greenhaus (2004) who noted that leadership is regarded to be an effective factor in retention of employees. The manner in which the boss interacts with their junior employees can be a determinant of whether the officer will remain or exit the organization. Leaders in an organization are key to human resource. Greenhaus, (2004) noted that the perception which the employees have about their organization is mainly shaped by their interaction with their supervisors. The results are presented in figure 4.6.

Figure 4.6: Extent of Effect of Leadership on Police Performance



Source: Field Data, 2020

A key informant interview with one of the sub-county commissioners revealed that;

It is true that leadership is paramount to the National Police service. Officers who are well nurtured due to good leadership will always ensure that the officers will remain disciplined and true to the calling. If we are to address some of challenges facing the NPS in service delivery then leadership should be given priority (**Source: Key Informant Interview 6, 4/08/2020**).

4.6.3 Agreement on Leadership Effect on Police Performance

The findings reflected in Table 4.11 shows that a significant percentage of the respondents (50%) strongly agreed that planning by senior officers is important in promoting the performance of NPS officers, 40% of the respondents strongly disagreed and disagreed that power by senior officers enhances services delivery within the NPS, 50% of the respondents indicated that they strongly agree that communication with the senior officers improves police performance within the NPS, 49% of the respondents cited that support from senior officers to subordinate officers enhances performance among the police officers within NPS, 45% of the respondents strongly agreed and agreed respectively that motivation by leaders enhances performance among officers within NPS.

Furthermore, 50% of respondents said they strongly disagree that police officer politics enhances performance, 50% agreed that authority by senior officers has a positive impact on performance among police officers within the NPS, 40% of the respondents agreed that delegation by the senior officers has value when it comes to performance among officers. Conversely, 50% of the respondents strongly agreed that responsibility vested in officer's drives performance among officers within the NPS while 55% of the

respondents indicated that Hierarchy design in the organization influences performance among officers within the NPS. The findings are presented in Table 4.11.

Table 4.11. Agreement on Leadership Effect on Police Performance

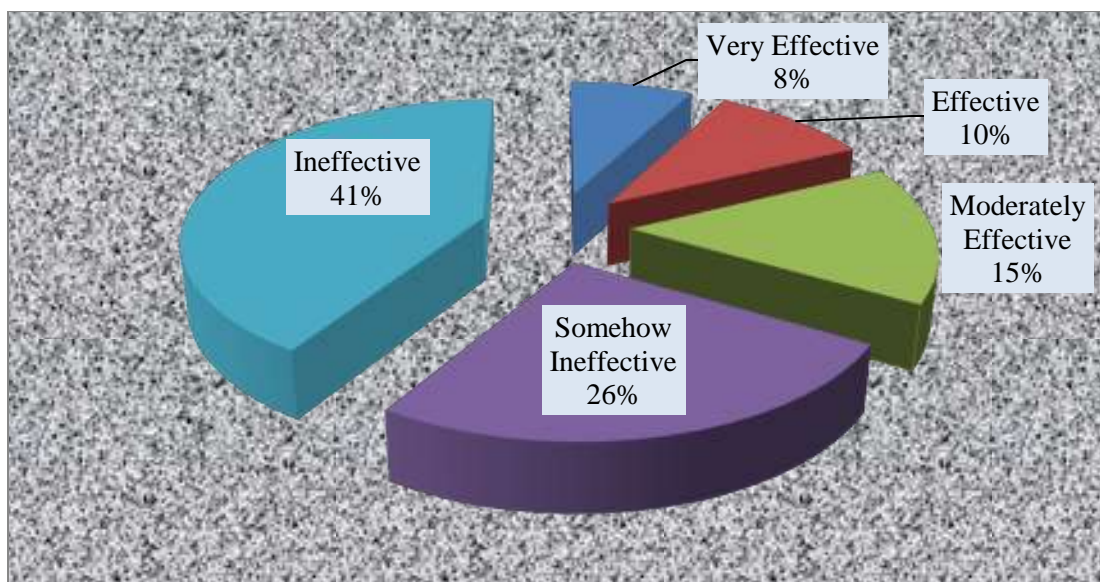
Leadership Strategies	SD	D	NS	A	SA
Planning by the senior officers is important in promoting NPS officers performance.	9(8%)	13(12%)	5(5%)	36(33%)	54(50%)
Power by senior officers enhances service delivery within the NPS.	43(40%)	43(40%)	5(5%)	12(11%)	25(23%)
Communication with the senior officers improves performance among officers within the NPS.	8(7%)	8(7%)	6(6%)	41(38%)	54(50%)
Support from senior officers to subordinate officers enhances performance among officers within the NPS.	6(6%)	9(8%)	5(5%)	53(49%)	43(40%)
Motivation by leaders enhances performance among officers within the NPS	6(6%)	4(4%)	9(8%)	49(45%)	49(45%)
Politics among officers enhances performance among officers within the NPS	54(50%)	43(40%)	6(6%)	9(8%)	4(4%)
Authority by senior officers has a positive impact on performance among officers within the NPS.	5(5%)	5(5%)	6(6%)	54(50%)	45(42%)
Delegation by the senior officers has value when it comes to performance among officers within the NPS	13(12%)	9(8%)	11(10%)	43(40%)	41(38%)
Responsibility vested in officer's drives performance among officers within the NPS.	9(8%)	9(8%)	4(4%)	41(38%)	54(50%)
Hierarchy design in the organization influences performance among officers within the NPS.	59(55%)	38(35%)	5(5%)	9(8%)	5(5%)

Source: Field Data, 2020

4.6.4 Effectiveness of Police Leadership within Kisumu County

The results presented in figure 4.7 indicate that a significant percentage of the respondents (37%) noted that police leadership within Kisumu County is very ineffective, 23% of the respondents indicated somehow ineffective, 14% of the respondents cited moderately effective, 9% of the respondents cited effective while 7% indicated that police leadership within Kisumu County was effective. Similar findings are supported by Tahir and Sajjad (2014) who reiterated that when employees are not supported in the organization through good leadership, they may tend to leave and join where their effort is recognized and appreciated. Managers can afford the employees good communication, appreciate and make them feel treasured. Tahir and Sajjad (2014) argue further that the supervisor's feedback assists in boosting the confidence of the personnel and make them more responsible. Other personal interventions which may motivate employees include, extending them some loans, counseling them when in need and offering them childcare services.

Figure 4.7: Effectiveness of Police Leadership within Kisumu County

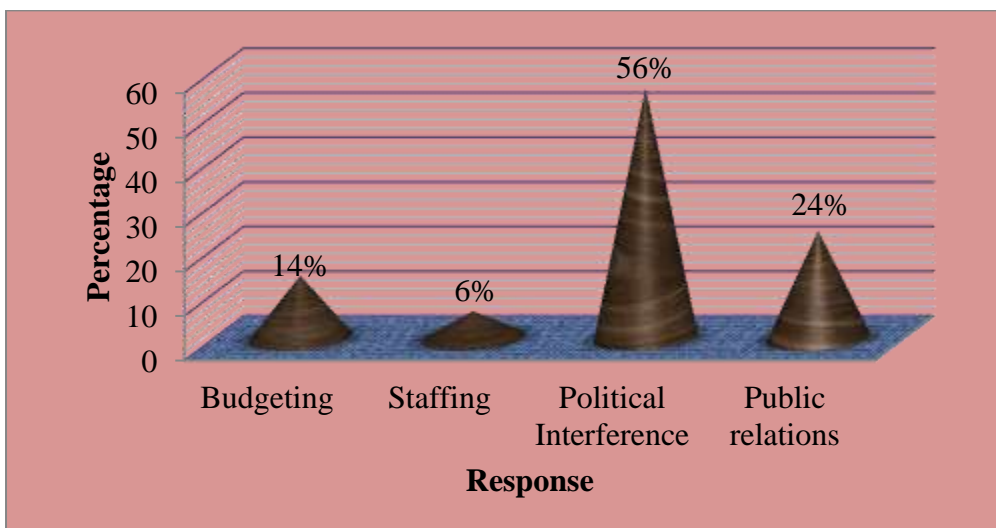


Source: Field Data, 2020

4.6.5 The relationship between leadership in the National Police Service and police officer's performance

The fourth objective was to determine the relationship between leadership in the National Police Service and police officer's performance. The results show that there were more participants (56%) who agreed than disagree that indicated that political interference was a key challenge in leadership within Kisumu County Police Command. Another 24 per cent of the respondents indicated public relations, 6% of the respondents cited staffing while 14 per cent of the respondents indicated budgeting. The findings are echoed by Njuguna (2013) who noted that the structure of leadership in NPS requires to be reviewed to focus its efforts in serving the public. Current leadership has led indeed to poor interpersonal relationship between junior staff and the managers hence broadening the gap between them. Other emerging ramifications due to poor leadership may entail the increase in criminal activities, renewed social disorder and decline in the public confidence among policing institutions. The findings are presented in Figure 4.8.

Figure 4.8: Challenges Facing Police Leadership on Enhancing Performance



Source: Field Data, 2020

This study noted that leadership is paramount as one of the retention strategies within the National Police Service as well as improving of service delivery and performance. Although the leadership of the NPS is riddled with bureaucracy and great political influence the police have done a lot in a bid to improve its public image through a number reforms seeking to better command and leadership aspects. Police leadership has to come up with strategies to overcome the challenges created by the policing management structure. It involves decentralizing decisions at the lowest possible operational level, depoliticizing the service's operational dimensions, clear organizational structure, responsibility of command chain and lines, organizational structure that makes maximum effort, coordinates activities easier and reiterates horizontal rather than vertical progress.

Barley (2018) argued that the police leadership in collaboration with the government and the bodies concerned should establish an accountability system within the police service in order to better the efficiency. He deliberated on the key elements of effective system of police accountability. The vital elements entail adequate supervision, proper procedures for reporting, adequate equipment, police training, policies on police capacity, practical instructions premised on the legislation, legislation which support officers in conducting their mandates professionally utilizing of an independent body which seeks to oversee such procedures. Gambino (2018) further highlighted that, while senior-level training is doing rather well in nations like Congo, the capability to thoroughly educate lower-level skills is severely lacking. Bringing the right type of individuals into law enforcement is a major aspect of any effort to improving the

policing profession and addressing the challenge of education which face the leadership of the police.

Finn (2011) in his study opines that police leadership should develop programs of training for the management and subordinates in order to equip them with relevant skills. When the leaders have relevant skills, they can be in a position to influence the subordinates in undertaking training for effective policing. He recommended further that the establishment for a minimum police recruitment qualification would ensure that the recruits are actually trainable and lower the pressure on the police leadership in implementing reforms offered to an uneducated police service.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions, recommendations and the implications of the study findings with reference to the specific objectives and the various parameters. It provides deductions made from the data analysis and possible empirical support. Finally, it offers recommendations for practical and policy implications accruing from the study and proposes area for future research. The major goal of this research was to see how retention tactics affected police performance in Kisumu County.

5.2 Summary of findings

The study makes the following summary in line with the objectives of the study and the analysed parameters of the dependent and independent variables presented in chapter four.

5.2.1 Training and development Strategies on Performance

The study noted that majority of the respondents (83.3%) agreed that training and development strategies as a retention strategy had a significant impact on performance of police officers within the NPS. According to the findings, the study noted that training and development strategies were very paramount in improving the performance of police officers as indicated by 51% of the respondents who noted to a great extent.

5.2.2 Career Advancement Strategies on output of NPS officers in Kenya

This study noted that majority of the respondents (92.6%) indicated that they are agree that career advancement strategies as one of the retention strategies significantly affects police performance within the NPS. Additionally, the study reported that career advancement strategies were crucial in improving the performance of police officers as reported by 51% of the respondents who noted to a very great extent. Additionally, 35 (32%) of the respondents cited great extent, 10 (9%) cited moderate extent while 3% of the respondents indicated little extent while 5% of the respondents indicated subsequently.

5.2.3 Compensation strategies on performance among NPS officers in Kenya

This study observed that majority of the respondents (90.74%) indicated that they are agreeing that compensation strategies significantly affect police performance within the NPS. The findings indicates that majority of the respondents (58%) conceded that compensation strategies as a retention technique affects police performance to a very great extent. In addition to this, 30% of the respondents cited great extent, 6(6%) cited moderate extent while 4% of the respondents indicated little extent while 8% of the respondents indicated subsequently.

5.2.4 Good leadership strategies within NPS on Performance

This study reported that majority of the respondents (86.11%) cited that they are agree that leadership greatly affects police performance within the NPS. Contrary to this, 13.89% of the respondents cited that leadership does not affect police performance in Kenya. Moreover, the study shows that that a greater portion of the respondents (47%) noted that leadership as a retention technique affects police performance to a very great extent. Moreover, 32% of the respondents cited great extent, 9% cited moderate extent

while 7% of the respondents indicated little extent while 5% of the respondents indicated no extent.

5.3 Conclusion

This study sought to determine effect retention strategies on performance among NPS officers in Kisumu County. Training and development, career advancement, compensation and leadership were tested as some of the retention strategies which enhance performance within the NPS and were rated as both strongly agreed and agreed by the respondents from the various police division within Kisumu County. Training and development were rated as one of the greatest measures in ensuring that the performance of the police is improved and avert any possible turnover.

Leadership strategies such as transactional and transformative leadership styles were also recommended by the respondents in this study as a way of improving performance within the NPS. This will make sure that there is complete adherence to the set vision and objectives towards the transformational initiative beyond self. Additionally, high sense of leadership and commitment quest for reforms within the NPS are being considered amongst the key driving forces in terms of acquiring quality service delivery.

Conversely, the transformational initiative should be basically quantified premised on the leadership performance appraisal as well as changing some leadership skills, which are relevant in terms of the outcome of the performance being congruent to the results expected. The study has shown that everyone must to some extent exercise leadership and management skills in order to be efficient and effective within the organization. Additionally, this study has shown the benefits of career advancement strategies such

as workshops, career coaching, career counseling and short course as well compensation strategies such as bonuses and rewards which is paramount in retaining officers within the service.

5.4 Recommendations

The following suggestions are derived from the study's findings: In order to ensure that police performance is enhanced through good retention strategies, the study recommends that the oversight committees charged with the mandate of steering police reforms within the country need to initiate an organizational culture which is driven by change; this will assist in accommodating the leadership dynamicity challenges which depress the general police reforms

There is a need of ensuring that organizational learning in police services and particularly to the junior officers who even after serving for a longer duration still need improving of their education. This will assist in raising their level of understanding, expertise and particularly in problem solving which ultimately will raise service quality and performance of the police.

There is a need on setting up an independent committee in assessing the effectiveness of the current career advancement, leadership plans, compensation strategies and other retention strategies. This should be carried out in a view of evaluating the weaknesses as well as proposing mitigation strategies for high labour turnover within the service.

Police should be trained in public relation programmes and community approaches such as Nyumba Kumi initiative in order to improve their interpersonal skills and community engagement with an aim of boosting their performance.

5.5 Recommendations for Further Research

This study sought to determine effect of retention strategies on performance among police officers within Kisumu County.

The study proposes a similar study need to be carried out within Mombasa or Nairobi County to ascertain whether the findings are reliable.

Future studies should have a larger sample size and conduct research in other organizations types which are not service based organizations. An alternative methodology technique should be utilized to analyze data to test the parameter of the variables and draw possible comparison. More variables can be added and findings compared and drawn to see whether leadership, training, career advancement and compensation are pivotal in improving performance of the employees.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Date.....

RE: DATA REQUEST FROM RESPONDENTS

I, Nixon Makokha, a Master of Arts student at Kenyatta University's Institute of Peace and Security Studies, would want to do research on the influence retention tactics have on performance among Kenya's National Police Service personnel. Kenya's Kisumu County is one example. I respectfully want your assistance in completing this questionnaire. The information gathered will be used solely for academic purposes, with complete confidentiality maintained.

Thank you,

Nixon Makokha

.....

S203/27348/2018

Kenyatta University

Dr. Bernard Muniyao Muiya, Supervisor, Kenyatta University

APPENDIX II: QUESTIONNAIRE

Nixon Makokha is a Master's student at Kenyatta University pursuing a Masters of Arts degree. The purpose of this questionnaire is to gather research data. The study's title refers to determining the impact of retention tactics on performance among Kenyan National Police Service members. Kenya's Kisumu County is one example. You were chosen as one of the participants in my research I would appreciate it if you could respond to my research inquiries. If I need to use the information for another reason, I'll ask for your permission first. In the spaces provided in this questionnaire, please check or mark where applicable.

SECTION 1: General Information for statistical purposes only.

1. What is your gender?

Male [] Female []

2. How long have you been in the service?

Under 5 years []

6- 10 years []

11-15years []

Over 15 years []

3. What is your rank?

Chief Inspector []

Inspector []

Senior sergeant []

Sergeant []

Corporal []

Police Constable []

4. indicate your highest level you have achieved in Education?

KCSE/Secondary School

Cert in Diploma

Degree Cert

Postgraduate

SECTIONB: Training and Development Strategies

5. In your opinion does training and development strategies affect performance among National Police Service officers?

Yes No

6. To what extent does training and development strategies affect performance among National Police Service officers?

Very great extent

Great extent

Moderate extent

Little extent

No extent

7. Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response. Response scale is as follows;

1. Strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly agree

	Training and Development Strategies	1	2	3	4	5
1	The National Police Service has a thorough training policy that ties training to performance.					
2	The NPS evaluates training requirements on a regular basis in order to improve performance.					
3	Training programs are assessed to see how effective they are in increasing officer performance within the NPS.					
4	As police officer I directly affect my work performance with the information I have received via continuing training.					
5	The current Police training curriculum is sufficient for improving police performance					
6	The NPS has adequate training facilities and equipment to improve on performance					
7	On job training at the NPS is adequately conducted					
8	Facilities at the police training institutions should be upgraded to improve on police performance					

Section C: Career Advancement Strategies

8. In your opinion do career advancement strategies affect performance among National Police Service officers?

Yes [] No []

9. To what extent do career advancement strategies affect performance among National Police Service officers?

Very great extent []

Great extent []

Moderate extent []

Little extent []

10. Please choose one category that most closely matches your desired response to indicate how much you AGREE or DISAGREE with each of the statements. The following is a response scale:

1. Strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly agree

	Career Advancement Strategies	SD	D	NS	A	SA
1	My organization normally encourage inter-agency coordination					
2	My organization provides me a platform to develop my career					
3	I feel motivated by the development plan offered by my organization					
4	I am allowed to participate in career workshops and expos which are paramount in improving my career					
5	Career advancement programs offered in my organization has enabled me to achieve my personal goals and this has added to my contribution to the organization					
6	The career advancement strategies in my organization has assisted the organization to increase my effectiveness					
7	My organization allow me to set my individual goals and objective for the organization					
8	My organization normally encourages career mapping					
9	My organization treats me as its partner in working towards meeting the set goals					
10	I am involved in performance analysis in my organization					

Section D- Compensation Strategies

11. In your opinion do compensation strategies affect performance among National Police Service officers?

Yes [] No []

12. To what extent do compensation strategies affect performance among National Police Service officers?

Very great extent

Great extent

Moderate extent

Little extent

No extent

13. For each statement, please tick(a) on the box that matches your personal view 5- Strongly Agree 4-Agree 3- Neutral 2 Disagree 1- Strongly Disagree.

	Compensation strategies	SD	D	NS	A	SA
1	I receive my pay on a regular basis					
2	My organization rewards for good performance					
3	I am driven to work extra hard on my performance through the organizational compensation methods					
4	My company provides the employees reasonable reward					
5	The money I get encourages me to work for my company					
6	The wage I get impacts my performance in my organization.					
7	Incentives are used to build employee team spirit					
8	My company establishes measures for assessing its performance which involve all its employees					
9	I am offered a good bonus pay in addition to my salary					
10	I am motivated by the bonus pay I receive					

Section E: Leadership

14. Do you think that police leadership affect retention strategies among the police officers?

Yes No

15. To what extent do leadership strategies affect performance among National Police Service officers?

Very great extent

Great extent

Moderate extent

Little extent

No extent

16. Indicate the extent to which the following leadership factors will influence National Police Service officers performance in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree .

	Leadership Strategies	SD	D	NS	A	SA
1	Planning by the senior officers is important in promoting NPS officers performance.					
2	Power by senior officers enhances service Delivery within the NPS.					
3	Communication with the senior officers in Improves performance among officers within the NPS.					
4	Support from senior officers to subordinate officers enhances performance among officers within the NPS.					
5	Motivation by leaders enhances performance among officers within the NPS					
6	Politics among officers enhances performance among officers within the NPS					
7	Authority by senior officers has a positive impact on performance among officers within the NPS.					
8	Delegation by the senior officers has value when it comes to performance among officers within the NPS					
9	Responsibility vested in officer's drives performance among officers within the NPS.					
10	Hierarchy design in the organization Influences performance among officers within the NPS.					

17. How effective is the police leadership in Kisumu County?

Very effective

Effective

Moderately effective

Somehow ineffective

Ineffective

18. What challenges have faced the police leadership in attempts to address the challenge of police performance?

Budgeting

Staffing

Political interference

Public relations

APPENDIX III: KEY INFORMANT INTERVIEW GUIDE

Nixon Makokha is a Master's student at Kenyatta University pursuing a Masters of Arts degree . The purpose of this questionnaire is to gather research data. The study's title refers to determining the impact of retention tactics on performance among Kenyan National Police Service members. Kenya's Kisumu County is one example. You have been chosen as one of the participants in my study, and I would appreciate it if you could respond to my research questions. If I need to use the information for another reason, I'll ask for your permission first. In the places provided in this interview guide, please tick or mark when applicable. In your area of command is there any frequent sensitization on retention strategies through lectures, workshops and publications.

Give examples

-
-
1. Do you confer powers to junior officers fairly through the process of delegation of responsibility to improve on their performance?

-
-
2. Are the current training and development programs adequate in addressing the retention intention among the NPS officers?

-
-
3. Are there clear compensation systems to prevent retention intentions among police officers within the NPS?

-
-
4. Do you think that the NPS has invested thoroughly in career advancement programs to improve on the performance of police officers?

-
-
5. Comment on leadership factors in the NPS within the police commands in Kisumu County on performance

-
-
7. Does the management personnel seek the opinion of other officers in decision making, if yes state the scope of consultation

APPENDIX V: RESEARCH AUTHORIZATION BY NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 789188	Date of Issue: 23/November/2020
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. NIXON Makokha MAKOKHA of Kenyatta University, has been licensed to conduct research in Kisumu on the topic: AN ASSESSMENT OF RETENTION STRATEGIES ON PERFORMANCE AMONG NATIONAL POLICE SERVICE OFFICERS; A CASE OF KISUMU COUNTY, KENYA for the period ending : 23/November/2021.</p>	
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