FACTORs AFFECTING THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT PROGRAMMES AT THE KENYA POLICE SERVICE HEAD QUARTERS

BY

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This research report is my original work and has not been presented for a degree in any university.

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This research project is dedicated to my friends and family and all those who have supported me in my endeavors.
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To my supervisor for the guidance through the preparation of this paper. May God bless you abundantly.
ABSTRACT

Performance measurement is often taken to be fundamental to delivery of improved services as part of New Public Management. Emphasis on performance management for delivery of results is undoubtedly influenced by the basic assumption of performance management which lies in its professed ability to unite the attention of institution members on a common objective and galvanize them towards the attainment of this objective (Balogun, 2003). The Economic Recovery Strategy was launched in 2004, in the same year the Government introduced Results Based Management (RBM) in the Public Service as a deliberate policy in order to improve performance, service delivery and governance (GOK, 2005). Police service is one of the most high profile activities provided by government. It accounts for a large percentage of local budgets and citizens typically place high values on police services. However the level of success in the performance management in the Police Service remains under serious challenge. The study sought to determine the causes of dismal performance despite huge financial allocation provided to the department.

A descriptive survey research design was adopted. Data was collected through questionnaires and interview methods. The focus of study was the Police Headquarters with a population of 1371 consisting of police constables Corporals, Sergeants, Senior Sergeants, Inspectors, Chief Inspectors, Superintendents of police, senior Superintendents of police, Assistant Commissioner of Police, and Senior Assistant Commissioner of Police. Stratified random sampling techniques was used to target population into top, middle, and lower level cadres.

The response from the study established that the levels of performance management programmes implementation at the Kenya Police Service was affected by management support (51%), employee empowerment (56%), performance communication and feedback (64%) and corporate culture (49%). The following recommendations were made: proper communication between the top officers and subordinate officers, incorporation of subordinates comments on the performance management programmes and a mechanism to enable officers contribute anonymously on performance management: regular training of the officers, refresher courses for officers to update them on any emerging issues in the area of operation and subordinates being given the power to make decisions through mechanisms such as promotions: openness in the communication: the culture should be communicated to new recruits and awareness of the culture should also be disseminated within the police force.
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LIST OF ABBREVIATIONS

NPM – New Public Management
RBM-Results Based Management
ROK - Republic of Kenya
CIDA- Canadian International Development Agency
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Performance management is important because it plays a pivotal role in any organization’s human resource framework. There are clear benefits from managing individual and team performance to achieve organizational objectives. Similarly, compensation in the form of pay, bonuses, stock options and other benefits can be linked to the achievements of particular goals. But such links do not necessarily produce extended results. This is a problematic and complex area in which common-sense solutions do not work. A well-designed performance management process stimulates managers to develop high-quality strategic plans, set ambitious targets, and track performance closely—all activities which help to achieve strategic objectives and consequently sustained value creation (Lobo et al, 2000). Performance management can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong, 2006).

Armstrong & Baron (1998) define performance management as 'a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. It establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved'. It is 'a strategy which relates to every activity of the organization set in the context of its human resource policies, culture, style and communications systems. He further clarifies that 'Performance management processes have come to the fore in the recent years as means of
providing a more integrated and continuous approach to the management of performance than was provided by previous isolated and often inadequate merit rating or performance appraisal schemes'. From this simple viewpoint, performance management is not a system or technique. It is the totality of the day to day activities of all managers. It is a process concerned with the effectiveness of the individual, the team and organization. It seeks to find ways to get the best performance from all, to motivate them to achieve the organization's objectives. (Fletcher 1992) provides a more organizational definition of performance management "an approach to creating a shared vision of the purpose and aims of the organization, helping individual employee understand and recognize their part in contributing to them, and in so doing manage and enhance the performance of both individual and organization." Performance management is based on the principal of management by agreement or contract rather than management by command. It emphasis development and the initiation of self-managed learning plans as well as the integration of individual and corporate objectives'.

The performance management process is a continuous self renewing cycle which includes role definition in which key result areas and competences are agreed, followed by performance agreement or contract which defines expectations, then setting up action to be done through personal development plans, monitoring performance, and finally evaluating performance through performance review. The process of evaluating the plan, altering measures and rewarding success will continue until all objectives in the plan have been met. The key to the successful introduction and application of performance management is the
establishing of a shared understanding about what is to be achieved and how it is to be achieved. The PMP should be designed to be a year-round partnership between employees and supervisors in the planning, coaching and reviewing of job performance. Unlike previous systems for performance appraisal, the PMP takes into consideration not just employees’ accountabilities, but also set behaviors that influence their performance: Customer Service Orientation, Teamwork, Problem-Solving Initiative, Leadership and Observing Work Performance coaching is critical to the process. Employees and supervisors are expected to have ongoing discussions about the Behaviors, skills and abilities required to succeed (Armstrong 1998).

1.1.1 The Police Department

Performance Appraisal System (PAS) GP 247 (Revised 2006), was rolled out in the Public Service from 1st July, 2006. The Police Department however did not adopt this tool. The tool did no address the unique role of the Police service accordingly it needed to be suitably amended. Consequently two sets of appraisal reports were designed. One covered members of the inspectorate and gazetted officers the other for Non-Commissioned Officers. There is no appraisal report to cover officers of other ranks who form the bulk of the Kenya police. Currently all Chief Officers and Accounting officers in all government ministries, State Corporation, Local authorities and tertiary Institutions have signed performance contracts. The Commissioner of Police is now on an annual Performance contract. All formation Commanders, Directors and Provincial Police Officers have now been placed in performance contracts (ROK, 2006).
Despite these reforms the performance of the Department is still decimal. According to the Report prepared by PricewaterhouseCoopers (September 2007) on culture and attitude change in Kenya police, culture and attitude change is a critical strategic initiative for the Police to become a world class service. The Kenya Police Vision points out that the organization needs to be people-friendly, responsive and professional more customer-focused results orientated and professional.

Security Sector Reform and Transitional Justice in Kenya report (2010) noted that Crime and insecurity persist as major challenges in both urban and rural areas. It seems the daily reality for many Kenyans is defined by the fear of becoming victim to violent robbers, car hijackers, sexual predators, and burglars, among other criminals. The country’s northern parts are prone to banditry and international terrorism has also claimed the lives of hundreds of Kenyans. It appears that greater democratization in the last two decades has been accompanied by growing disorder and the proliferation of organized gangs and militia. Many of these groups now operate extortion rings, in addition to “providing security services” in different parts of the country. Some scholars reason that their rise and role in security governance signals the decline of the state’s dominion over security. The Transparency international report on Public safety, law and order sector: 2003-08 “performance and emerging policy” note that ‘Despite the much hyped police reform initiative there is much evidence of continued police deviance in Kenya. Incidents of arbitrariness, brutality, extortion and other crimes committed by police officers abound. In addition, the Kenya Police have consistently been cited at the top of the Kenya Bribery Index by Transparency international – Kenya.
1.2 Statement of the problem

It has been difficult to measure police performance. Governmental structures find it difficult to hold the police accountable. This is partly because of the difficulty and complexity in evaluating the performance of the police and the tendency to focus on recorded crime as a way of evaluating this. There is absence of internal accountability in police organizations. Police managers often do not know what police are doing and their ability to collect and analyze information about the police is often very poor. However despite the difficulties of evaluating their performance it is imperative that the police are required to open themselves to scrutiny by other structures of government including parliamentary structures and the courts. There need therefore to focus on performance management institutional arrangements effectiveness in improving police service. There is lack of clear understanding of job expectations based on job analysis; clear, specific, and understandable; reasonable and attainable; measurable, observable or verifiable, and results oriented; communicated in a timely fashion; and foster continual improvement in productivity. There is also lack of Regular feedback about performance and lack of Rewards for good performance. (David Bruce, 2004). It is against this background that the researcher aimed to identify the factors that affect the implementation of performance management programmes in the Police Service in Kenya.

1.3 Objectives of the study

The main objective of the study was to identify factors affecting the implementation of performance management programmes at the Police Service in Kenya. The specific objectives were:
1. To determine the relationship between management support and the level of implementation of performance management programmes in the Police Service in Kenya.

2. To determine the extent to which employee empowerment affects performance management programmes in the Police Service in Kenya.

3. To evaluate the relationship between communication and feedback in the Police service the level of implementation of performance management programmes.

4. To determine the relationship between organization culture and the level of implementations of performance management programmes in the Kenya Police Service.

1.4 Research Questions

The research was guided by the following questions:

1. How does management support affect the level of implementation of performance management programmes in the Police Service?

2. To what extent does employee empowerment affect the implementation of performance management programmes in the police service?

3. What is the effect of communication and feedback on the implementation of performance management programmes in the Police Service?

4. To what extent does organization culture affect the implementations of performance management programmes?
1.5 Significance of the Study

Police service is one of the most high profile activities provided by government. It accounts for a large percentage of local budgets and citizens typically place high values on police services. Furthermore, police/citizen tensions occasionally become political flash-points. Because of the importance of police services to a well functional nation there is need to study factors that affects the police performance. This study seeks to determine the causes of decimal performance despite huge financial allocation provided to the department to improve performance.

Performance management generally has not been well studied in African settings possibly because technical nature of security-related information and the secrecy with which it is handled by security agencies. This study seeks to increase the knowledge base of performance management programmes within a police system and this could be useful to other researchers in this field. Therefore the study is also going to increase literate on performance management.

This study aimed at highlighting the capacity of the existing performance management programmes with a view of determining their effectiveness in measuring the police performance. According to (David Bruce 2004) it has been difficult to measure police performance. Governmental structures find it difficult to hold the police accountable. This is partly because of the difficulty and complexity in evaluating the performance of the police and the tendency to focus on recorded crime as a way of evaluating this. There is absence of internal accountability in police organizations. Police managers often do not know what police are doing and their ability to collect and analyze information about the police is often
very poor. However despite the difficulties of evaluating their performance it is imperative that the police are required to open themselves to scrutiny by other structures of government including parliamentary structures and the courts.

The study will be used by police managers to improve the levels of performance. The study is important since it will focus at identifying elements that need to be addressed so as to improve the performance of the police department to the satisfaction of tax payers and all Kenyans.

The study was a requirement for fulfillment of MBA programme

1.6 Scope of the Study

The study sought to examine factors that affect the implementation of performance management programmes in the police department. The performance management programmes to be studied are the performance contract, performance appraisal, service charters and the police Department strategic plan. The study targeted the Police Headquarter, and six police divisional headquarters. The purpose was to get a representative sample which seeks to cover the police department within the entire country.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. Issues on the concept Performance management are provided followed by an empirical review. Research gaps are identified a conceptual frame work provide.

2.2 Concept of Performance Management

Performance measurement is often taken to be fundamental to delivery of improved services as part of New Public Management (NPM). Emphasis on performance management for delivery of results is undoubtedly influenced by the basic assumption of performance management which lies in its professed ability to unite the attention of institution members on a common objective and galvanize them towards the attainment of this objective (Balogun, 2003). Performance management aims at by and large to attaining operational effectiveness which in a broader sense refers to a number of practices that allow an organization to better utilize its resources. The quest for productivity, quality and speed has spawned a remarkable number of management tools and techniques; total quality management, benchmarking, re-engineering and change management to mention just a few. All these, if pursued from strategy angle leads to emphasis being put on the wrong place. Typically, public agencies either are not clear about their goals or are aiming at the wrong goals. This lack of clarity can be attributed to the fact that most public agencies have to deal with multiple principals who have multiple (and often conflicting) interests (Trivedi 2000).
Aguinis (2007) defines the performance management as “a continuous process of identifying, measuring and developing the performance of individuals.” He further adds that this continuous capacity building needs clear objectives, observing and measuring performance and regular feedback. PM primarily focuses on its employees to develop their capabilities. It does not only do capacity building but “Performance management helps managers to sense earlier and respond more quickly to uncertain changes.” Therefore Performance management is the process of creating a work environment or setting in which people are enabled to perform to their best of their abilities. It is a process concerned with the effectiveness of the individual, the team towards achieving the organization’s objectives. It seeks to find ways to get the best performance from all, to motivate them to achieve the organization’s objectives.

In pursuit of the goal of performance improvement within the public sector, New Public Management emphasizes on the adoption of private sector practices in public institutions (Balogun, 2003). Consequently a major common reform area that many developing countries have been pursuing in the implementation of reforms involves the adoption of a multiplicity of measures intended to improve service delivery. The emphasis over the period therefore, had been shifting towards fixing management and performance aspects as a means of providing an immediate remedy. These measures originate from the need to show demonstrable gains from reform following the pains imposed by the structural adjustment reform period; responding to public demands for accountability and transparency; influence
of new public management reform ideas as well as shift to market economies and private sector led economic development, among others. (Kiragu and Mutahaba, 2005).

Performance management is a discipline most often associates with the term Human Resources; performance management is often associated with the management of the performance of people.

The Economic Recovery Strategy was launched in 2004; in the same year the Government introduced Results Based Management (RBM) in the Public Service as a deliberate policy in order to improve performance, service delivery and governance (GOK, 2005). Result Based Management (RBM) is a participatory and team based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency (CIDA, 2000).

Obongo (2009) pointed out that the introduction and institutionalization of Result Based Management concept in the public service was aimed at refocusing the public servants mindset on results in service delivery to citizens. Result Based Management was aimed to help focus attention and resources on the achievement of definite objectives and the targets prescribed in the Economic Recovery Strategy. It was expected that the adoption of Result Based Management within the public service would enable each ministry/department and public service organizations come up with clear performance objectives in line with the Economic Recovery Strategy targets and thus help in the achievement of such objectives and determine the roles to be played by each individual staff member involved in the service
delivery process. Result Based Management strategy would refocus the operational systems in both financial and human resources arrangements with more emphasis placed on results and not mere adherence to procedures. The shift to results orientation entailed a transformation of current procedures and practices focused on processes to those focused on achieving results.

According to Armstrong & Baron (2005) first formal performance management system was work of Fredrick Taylor before World War-I for rating officers in US armed services. However, one of early practice was ‘Graphic rating scales’ start off in 1920s consisting of leadership skills, communication, dependability, loyalty, creativity and people were assessed on these traits. (Stafylarakis & Eldridge, 2002) further added that the drawback of this system was “ordinary focus on personal characteristics of employees as indicator of job” and also traits are difficult to define and lead to different interpretations. Greer (2001) further criticizes that it does not assess behavior and may not help in “developmental counseling”. Another practice is Annual confidential report (ACR) which was introduced in 1940s, and is still in use in public sectors of many developing countries. This is a comprehensive report written once in a year about the employee by his senior or supervisor for his or her responsible duties and performance in these duties. Audiences of these reports are not the employees but the senior management because on this report decisions are made whether the person should be promoted or not. Feedback about an employee performance is not availed to him/her which means no learning, no development. Also the problems like communication gap and personal biases could occur in this type of assessment. A person promoted on the
basis of ACR is always unaware of the fact that in which part of year and work was he/she the most efficient one.

Management by Objectives was introduced to reduce the problems of ‘graphical rating’. It focuses on manager’s performance. At the end of performance period manager’s performance is assessed whether his or her assigned objectives are achieved or not. On the basis of this assessment, decisions are made regarding reviewing objectives, setting new targets and developmental needs of employee for next performance period (Greer, 2001). It is a way of continuous review of strategic goals of organization, allows clarifications of goals for managers that what to do, offers manager’s involvement in job improvement plan, systematic review and measurement of performance, and increasing the managers motivation by salary and succession plans. Walters (1995) presented earlier the similar view that MBO is a systematic approach which allows the managers to know what is being expected from them. However, critics say that MBO focuses on results what is accomplished at the end but fail to notice the job behavior. Writers (Greer, 2001, Stafylarakis & Eldridge, 2002) argue that the performance indicator, for how much hours training has been delivered by a trainer gives no information about quality and effectiveness of training. They stress that MBO is not appropriate in situation where we need to know how the results are achieved. Weihrich (2005) named MBO organization as a tool for achieving goals where nothing is important other than objectives.
In 1970s more improved form of appraisal was developed which appear to be influenced by MBO. It consists of manager appraisal judgment and providing feedback to employee on his performance. The major addition is of feedback which was missing in ACR and MBO practices where manager doesn’t discuss the performance and just write the report according to his own perceptions which may be wrong sometimes. This approach offers chance to both boss and subordinate to sit together once in a year and discuss strategic and personal issues which are difficult to discuss otherwise. Most of the writers (Keping and Levy 2000; Aguinis, 2007) mentioned that the problem with performance appraisal is that it is controlled and implemented by HR department for linking performance with pay which demotivates the managers because they hesitate to give opinions that effects their colleagues pay, this leads to rating error and bias. Therefore line managers frequently criticized the system as there was nothing interesting and worthwhile for them in this process. The worst feature of performance appraisal in 1970s and 1980s, according to (Armstrong & Baron 1998), is that it had not been accepted as necessary part of management process.

Later on experts introduced Performance Management Systems. These systems are so far the best available mechanisms for efficient and productive management. Armstrong (2006) explains that PMS aim is to create a high performance culture in which all members, managers or employee, takes responsibility for continuous improvement of business processes and also of their own skills. Literature as mentioned earlier suggests that it is a planned management process consisting of communication among all working groups, task agreement, cooperative work design, output assessment, feedback and positive reinforcement. Significant characteristics of PMS which makes it one of the best practices
are; Emphasis on front end planning rather than back end review, broader definition of performance, ongoing dialogue, Performance appraisal practice, and graphical rating scale. PMS approach believes that there are many other factors coupled with performance outcome and it is not only based on objective achievement which was main target of MBO practice. In this approach ‘sharing expectations’ has changed the autocratic style of management into democratic (Wilson, 2004). Managers can make it clear, what they actually want from their staff or each individual. Managers also make it understandable to all, what they expect from them in terms of good performance and how mutually they can contribute in organizational goals. On the other end employees can talk about how they should be managed, how they can give their best output. They can discuss the support or resources which they need from managers (Bascal, 1999). Main focus of PMS appears to be on consensus which was lacking in early practices where there was no discussion before writing the annual character report or setting objectives. Aguinis (2007) points out the positive relationship between performance management and better business performance. It can communicate shared vision of organization, define expectations and reach consensus. It also enhances motivation, leads towards personal development plans, allows people to monitor their own performance and of those who are responsible for this and encourage dialogue about various issues.

Role definition sets road map and provides basis for PM framework. It starts with “Purpose of role” that is overall aim. The primary focus is to make the job holder understand what job is expected from her or him. Secondly, it outlines the “key result areas” which define in detail, the agreed objectives, main output areas and performance standards. In other words the manager and employee should know what functions will have to be performed by the job
holder. Lastly, are the “key competencies”? This step deals with organizational or generic competencies about the behavior, required to perform the role effectively. These behavioral competencies include teamwork, communication, customer focus, developing others, Problem solving, leadership and many more. These competencies provide the basis for personal development program. Performance Development Plan sets out the actions that people take to improve their skills, knowledge and talent regarding that particular job and increase their levels of competence in order to improve their performance (Armstrong, 2005). Objectives should be “SMART”. In this abbreviation S=specific, M=measurable, A=achievable, R=relevant and T=time framed. SMART aim is to direct the people objectives towards organizational objectives. Here role definition plays important role. This integration is achieved when everyone is fully aware of organizational functions and individual as well as team goals. Performance standard is in fact, a statement of conditions that are used when time based targets are not possible to set for an employee. It may be possible that their essential nature measures have long been used as the sole criteria to evaluate performance of organizations. After defining what is to be achieved the next important step is to define how the achievement will be measured? Performance measure provides the evidence whether intended results have been achieved or not and to which extent the job holder has done his job efficiently? This data will be supplying a good base for feedback to managers and help employee to monitor her/his own strength and weaknesses. Measures can be categorized, in finance, output (units produced), impact (innovation, standard attainment), reaction (judgment of customers, colleagues), or time (speed of response, delivery times) (White, 1995).
The most distinguishing process of performance management is that it emphasize on continuous process of performance management. As compare to early practices where there is only one annual performance review, PM encourages the process of continuous feedback and learning. This is important because managers and individuals should be ready to meet the development and improvement needs of the organization. Employees should be appreciated whenever they do their work according to standards before it get so late till the end of year. These performance reviews are not to be formal every time and can be held in team meetings so problems should be discussed immediately when they arise. But there should be more formal interim reviews decided points in the year twice or thrice yearly. Performance review is a more formal evaluation stage where performance review over the specified period takes place in which achievements, performance agreements and development plans are analyzed and can lead to performance ratings (Aguinis, 2007)

2.3 Why Performance Management
Defining performance is enlightening in many public sector organizations. Emphasis in reforming the public sector has therefore been slowly shifting in many developing countries more towards operational effectiveness, which entails doing what one is doing better. With defined outcomes and appropriate benchmarks to measure the outcomes, the rampant lack of focus is brought into the open. Managers begin to ask the right questions, redefine the problem they are trying to solve and diagnose that problem anew. In organizations where performance measurement systems are already established, and resources are already devoted to providing credible performance data in a timely fashion, performance data can be used effectively to support these change efforts. Where performance measurement systems are not
as institutionalized, efforts to develop useful performance measures can support change efforts in several ways (Obongo, 2009).

A performance management system should be used to describe the current position to the employee and lay out the expectations of company management for the employee. Describing in detail the required duties for a position also allows management to set rewards and bonuses for the position so the company gains the maximum potential of the employee. It also helps the employee to understand his responsibilities toward the company. Performance management has a strategic focus According to Sprinkle (2003), performance management is used for making sure the strategy is being implemented as well as for questioning the validity of the strategy, it can be argued that this system is similar to what authors in the strategy literature refer to as “strategic control system” Previous research has suggested that how the system is used influences business outcomes argues that management control systems used interactively can guide organizational learning, influence the process of strategic control and therefore influence business results. A performance management system is meant to be interactive when top managers involves regularly in planning, execution and evaluation with their subordinates since its main roles are to facilitate the implementation of the business strategy and to question strategic assumptions (Neely, 1998; Kaplan and Norton, 2001).

It is also a motivational device when it is integrated with the compensation system. Traditionally, evaluation and reward programs have been linked exclusively to company financial measures. But more companies are now using performance management to calculate their rewards. A consultant’s study has shown that 88 percent (out of 214) of large
and mid-sized firms in the US find the balanced scorecard approach as an effective method to determine pay (Mercer, William M. & Co., 1999). The use of performance measures in a compensation system or performance appraisals process is not a new topic in the management control or human resources literature. Previous academic research on this topic has been mainly concerned with the use of accounting measures in incentive schemes or in performance evaluation processes From the mid 90s, researchers started to focus on the use of non-financial measures in annual incentive schemes or on the performance and behavioural effects of incorporating non-financial measures in incentive contracts (Ittner et al. 1997a; 2002).

2.4 Factors Requisite in the Implementation of Performance Management

Authors highlight the importance of approaching the implementation of performance management from a change management perspective. Top manager agreement, commitment and leadership are critical in successful implementation of performance management. It starts with a clear agreement at the top on the strategy, goals, measures and the performance targets to be implemented. Furthermore, the involvement of employees is also crucial. Inviting managers and employees to assist on the development of the system facilitates their buy-in, and enhances their trust, understanding, and ownership of the performance measures. It is also important to involve the Human Resources and the Information System functions. It is essential that managers become accountable for the performance being managed (Bourne et al, 2002; Kaplan and Norton, 2001).
Employees at all levels need to learn the principles of the system, its measures, tools and procedures (Frigo and Krumwiede, 1999; Kaplan and Norton, 2001). Communication is one of the most cited in the literature. When most authors stress its importance, they tend to focus on the reported feedback of measurement results to the employees. Even so, there are other aspects related to communication that can affect the effectiveness of performance management. The change management literature highlights the relevance of verbal and non-verbal communication (e.g. presentations, manuals, conversations, newsletters, reports, etc.) used to clarify all aspects related to the measures, in particular and performance management in general; and to facilitate the buy-in from the people in the organization (Bourne et al. 2002b; Kaplan and Norton, 2001). An information system should be designed for collecting, analyzing and reporting the data efficiently. If data is flawed, the data integration process is flawed, or its communication is flawed, then decisions based on that data are more likely to be flawed. Using an IT system to support these tasks seems to be critical. However, some caution is needed in relation to the use of IT since the capabilities of technology, in terms of data capture and manipulation, provide a great temptation for senior management to introduce new measures (Wilson, 2000).
2.5 Conceptual Framework

Management Support

Employee empowerment

Communication and feedback

Organization culture

Influence

Implementation of performance Management Programmes at the Kenya Police Service.

(Independent variables) (Dependent variable)

(Source: Researcher 2010)

**Conceptual Framework:** Management support, the existence of a functional performance management system, employee empowerment, communication/feedback and corporate culture determine the level of performance management programmes implementation.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter elaborates on how the study will be conducted. It gives details of research designs, target population, sampling design, data collection procedures and data analysis techniques.

3.2 Research Design
The study aimed at determining the relationship between independent variable and dependent or outcome variable in a population. Therefore a descriptive survey research design was adopted because it sought to understand factors that affect the implementation of performance management programmes in the police department. A descriptive survey research design is a method of gathering data through the measuring of some item or through solicitation from people or documents (Koul, 1990). It involves a systematic collection of data on an entity and drawing conclusion from data.

3.3 Target Population
The target population for the study comprised 1371 officers based at the Police Headquarters. The Headquarters provided sufficient information to meet the objective of the study.
3.4 Sampling design

The sampling frame consisted of police constables Corporals, Sergeants, Senior Sergeants, Inspectors, Chief Inspectors, Superintendents of police, senior Superintendents of police, Assistant Commissioner of Police, and Senior Assistant Commissioner of Police. A stratified random sampling technique was used to categorize the population into top, middle, and lower level cadres because the study adopts a descriptive research design. This ensured that each cadre stratum was appropriately represented. Stratified random sampling method also increased the samples statistical efficiency because the stratified samples were localized geographically at the headquarters and this lead to reduction in cost and saving time.

A table of random numbers was used to select appropriate number of subjects for each subgroup. A sample size of 10% of the population which was 132 respondents was used to provide information. This was an appropriate sample since it within the budgetary constraints of the study (Mugenda 1999).

The sample of the study was obtained as tabulated below:
Table 3.2 Sampling design

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Total number of officers</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top levels – Gazzetted officers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Superintendents of police</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>2. senior Superintendents of police</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>3. Assistant Commissioner of Police</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>4. Senior Assistant Commissioner of Police</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td><strong>Middle level- Inspectorate</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Inspectors</td>
<td>40</td>
<td>4</td>
</tr>
<tr>
<td>2. Chief Inspectors</td>
<td>66</td>
<td>6</td>
</tr>
<tr>
<td><strong>Lower Level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Police constables</td>
<td>791</td>
<td>70</td>
</tr>
<tr>
<td>2. Corporals</td>
<td>286</td>
<td>30</td>
</tr>
<tr>
<td>3. Sergeants</td>
<td>93</td>
<td>9</td>
</tr>
<tr>
<td>4. Senior Sergeants</td>
<td>33</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1371</strong></td>
<td><strong>132</strong></td>
</tr>
</tbody>
</table>

Source: Kenya Police (2010)
3.5 Data Collection Procedure
Both Primary and secondary data was used in the study.

3.5.1 Questionnaire
Primary Data was collected using questionnaires and interview guides, which were structured and semi structured. They had both open ended and closed ended questions which were used to collect qualitative and quantitative information.

3.5.2 Interview guide
The interview guide enabled the team to obtain in depth and greater clarity to responses given through probing and prompting to examine the informants to obtain more accurate information.

3.5.3 Secondary data
The secondary data was obtained through documentations at the Police Headquarters, Police Force standing Orders Government Publications, Laws of Kenya Cap 84, Police Act, Kenya Gazettes and completed appraisal reports for the previous financial years, departmental and work plans.

3.6 Data Analysis
The data was analyzed both qualitatively and quantitatively to address the research objectives. In this case, quantitative analysis used to measure and describe variable of the study using indices such as mean, frequency tables, bar charts, pie charts and percentages.
CHAPTER FOUR:

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents an analysis of the findings of the research. Several descriptive analyses were made to achieve the objectives of the study.

Table 4.1: Response Rate

The study targeted of 132 respondents with 97 respondents answering the questionnaires comprising a 73 % response while the remaining 35 respondents comprising 27 % did not answer. Mundy (2002) points out that a 60% response rate is acceptable but a 70-80% response rate is more desirable for any research. This is as depicted in the table below.

<table>
<thead>
<tr>
<th></th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>97</td>
<td>73</td>
</tr>
<tr>
<td>Non-response</td>
<td>35</td>
<td>27</td>
</tr>
<tr>
<td>TOTAL</td>
<td>132</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Study Data
The above information can also be depicted as in the chart below:

**Figure 4.1 Response Rate**

![Pie chart showing response rate and non-response rate](chart.png)

*Source: Study Data*

### 4.2 Demographic Information

The respondents were profiled using three different criteria that included their gender, the duration which they had been working in the police Department and their education level.

**Table 4.2 Respondents Gender**

Only the questionnaires from the 97 respondents who filled in their questionnaires were analyzed. The table below represents the gender of the respondents.

<table>
<thead>
<tr>
<th>GENDER</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>61</td>
<td>63</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>TOTAL</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Study Data*
The above table shows the respondents' gender. From the findings majority of the respondents were males as indicated by 63% of the response, while 37% were females. The great tendency of male respondents was noted to be due to the large number of recruits into the police force being male. The information above can also be represented in the figure below:

Figure 4.2 Respondents Gender

Source: Study Data

4.3 Age of the respondents

The respondents were requested to indicate their age bracket. The data in Table 4.3 indicates that majority of the respondents as shown by 30% were in the 30-39 years age bracket, 28% of the respondents were in the 40-49 years age bracket, 18% in the 20-29 years age bracket,
14% were above 50 years and 10% below 20 years. The findings indicated that most respondents were moderately aged and in the youthful age thus energetic to serve in the police force. This is as tabulated below:

Table 4.3 Age of the respondents

<table>
<thead>
<tr>
<th>AGE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 years</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>20-29 years</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>30-39 years</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td>40-49 years</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>50 and above</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Study Data*
Figure 4.3 Age of the respondents

The figure below gives a graphical representation of the respondents' age brackets.

Source: Study Data

4.4 Respondents' level of education

The respondents were requested by the researcher to state their education levels. From the findings the researcher found out that majority of the respondents had post secondary education as shown by 44% of the respondents, 25% of the respondents had secondary education while 20% of the respondents had University Degrees while 11% had Postgraduate education. The findings show that majority of the respondents are learned thus would be able to understand and answer the questionnaires. The levels of education would enable relevant information to be obtained from the respondents.
Table 4.4. Education level

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>24</td>
<td>25</td>
</tr>
<tr>
<td>Post secondary</td>
<td>43</td>
<td>44</td>
</tr>
<tr>
<td>University</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Study Data

The above information can also be represented as in the figure below:

Figure 4.4 Level of Education

Source: Study Data
This general information was very important to the researcher as it helped to know how well the respondents were versed on the factors that affect the implementation of performance management programmes in the police department which mainly depended on their level of education of the respondents. This would thus be a great contributing factor with regard to the answers that would be expected from the respondents.

4.3 Management Support

Respondents information on management Support

The data in Table 4.5 represents the findings on whether the officers are involved/consulted during the process of developing the strategic plan, performance contracts and performance appraisal. Thirty eight percent (38%) of the respondents strongly agreed with the statement, twenty six percent (26%) of the respondents were indifferent, fourteen percent (14%) strongly agreed with the statement, Eleven percent disagreed (11%) while nine percent (9%) strongly disagreed. The response shows that the management provides support in the implementation of performance management programmes at the Kenya Police as depicted by the majority response from the population with the cumulative frequency (51%) strongly supporting the statement. The mean of 3.371 lies between 3 and 4 on the scale of 1-5 which shows that majority of the respondents’ opinions lie between indifference and strongly agreeing to the statement. The value of 3.371 lies closer to 3(indifference) which may indicate that there is need for more awareness on the need of management support towards the performance management process. The above information can be represented in the table below;
## Table 4.5 Management Support

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>Likert Scale (x)</th>
<th>FREQUENCY (f)</th>
<th>PERCENTAGE</th>
<th>Cumulative frequency</th>
<th>xf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Agree</td>
<td>5</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>70</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>37</td>
<td>38</td>
<td>51</td>
<td>148</td>
</tr>
<tr>
<td>Uncertain/indifferent</td>
<td>3</td>
<td>26</td>
<td>27</td>
<td>77</td>
<td>78</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>11</td>
<td>12</td>
<td>88</td>
<td>22</td>
</tr>
<tr>
<td>Strong Disagree</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>97</td>
<td>9</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>97</strong></td>
<td><strong>100</strong></td>
<td></td>
<td><strong>327</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mean (xf/f)</strong></td>
<td><strong>327/97</strong></td>
<td><strong>3.371</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Study Data

The above information can also be represented as shown in the figure below.
Source: Study Data

4.4 Employee empowerment

Respondents' information on employee empowerment

The following table represents the response on whether the officers have been trained on strategic planning, performance contracting, performance appraisal and other relevant trainings.
### Table 4.6 Employee empowerment

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>Likert Scale(x)</th>
<th>FREQUENCY (f)</th>
<th>PERCENTAGE</th>
<th>Cumulative frequency (cf)</th>
<th>Xf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>5</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>45</td>
<td>47</td>
<td>54</td>
<td>180</td>
</tr>
<tr>
<td>Uncertain/indifferent</td>
<td>3</td>
<td>30</td>
<td>31</td>
<td>84</td>
<td>90</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>8</td>
<td>8</td>
<td>92</td>
<td>16</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>97</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>97</td>
<td>100</td>
<td></td>
<td>336</td>
</tr>
<tr>
<td>Mean (xf/f)</td>
<td>336/97</td>
<td><strong>3.464</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Study Data**

Majority of the respondents as shown by 47% of the respondents who agreed with the statement, 31% of the respondents were indifferent, 9% strongly agreed with the statement, 8% disagreed with the statement while 5% of the respondents strongly disagreed with the statement. The findings indicate that employee empowerment affects the implementation of the performance management programmes as depicted by the cumulative response (54%) in support of the statement. The mean of 3.464 lies between 3-4 on the scale (between indifferent and agree), this indicates that majority of the respondents are distributed among the two points of the scale therefore indicating the need for more employee empowerment to
improve the situation in performance management. The information can also be represented as in the figure below:

**Figure 4.6 Employee empowerment**

![Employee empowerment graph](image)

**Source: Study Data**

**4.5 Performance communication and feedback**

**Respondents’ information on performance communication and feedback**

In the table below, the respondents were asked whether performance communication is effective, officers are informed of performance planning, processing and evaluation is done in a timely manner.
Table 4.7 Performance communication and feedback

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>Likert Scale (x)</th>
<th>FREQUENCY (f)</th>
<th>PERCENTAGE</th>
<th>Cumulative frequency</th>
<th>Xf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>5</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>75</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>49</td>
<td>51</td>
<td>64</td>
<td>196</td>
</tr>
<tr>
<td>Uncertain/indifferent</td>
<td>3</td>
<td>17</td>
<td>18</td>
<td>81</td>
<td>51</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>93</td>
<td>24</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>97</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>97</strong></td>
<td><strong>100</strong></td>
<td><strong>350</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean (Xf/f)</td>
<td>(350/97)</td>
<td><strong>3.608</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Study Data**

Majority of the respondents as shown by fifty one percent (51%) agreed with the statement, 18% were indifferent, 15% of the respondents strongly agreed with the statement, 12% of the respondents disagreed while 4% of the respondents strongly disagreed with the statement. The respondents who strongly agreed and agreed (64%) with the statement clearly shows that performance communication and feedback affects the implementation of performance management programmes in the police department. The mean of 3.6 leans towards the range of agreeable indicating that performance communication and feedback plays a great role on the performance management programme implementation. Little improvement is needed to remedy the situation. The information can also be represented as in the chart below:
Figure 4.7 Performance communication and feedback

Source: Study Data

4.6 Organization Culture

Respondents' information on corporate culture

In the table below, the respondents were asked whether there was a learning culture that provides employees with the necessary learning, training opportunities, so that employees continue performing better:
Table 4.8 Organization Culture

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>Likert Scale (x)</th>
<th>FREQUENCY (f)</th>
<th>PERCENTAGE</th>
<th>Cumulative frequency</th>
<th>Xf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>5</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>39</td>
<td>40</td>
<td>48</td>
<td>156</td>
</tr>
<tr>
<td>Uncertain/indifferent</td>
<td>3</td>
<td>25</td>
<td>26</td>
<td>73</td>
<td>75</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>15</td>
<td>16</td>
<td>88</td>
<td>30</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>97</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>97</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean (xf/f)</td>
<td>(315/97)</td>
<td>3.247</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Study Data**

Majority of the respondents as shown by 40% agreed the statement, 9% of the respondents strongly agreed with the statement, 25% of the respondents were indifferent, 15% of the respondents disagreed while 9% strongly disagreed with the statement. The response shows that corporate culture affects the implementation of performance management programmes in the police department. The mean of 3.247 falls more close to the range of uncertainty which indicates that most respondents’ do not have awareness on the corporate culture. Clearly there is need for great awareness on organization culture. The information can also be represented as in the chart below:
4.7 Performance Management Implementation

Respondent’s information on performance management implementation

In the table below, the respondent were asked whether there was a lack of commitment by the top management: Low budgetary provisions, Lack of equipments and tools, Lack of reward for good performance and lack of knowledge on performance contracting and appraisal.

Source: Study Data
<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Indifferent</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of commitment by the top management</td>
<td>12</td>
<td>20</td>
<td>7</td>
<td>42</td>
<td>16</td>
<td>2.7</td>
</tr>
<tr>
<td>Low budgetary provision</td>
<td>32</td>
<td>26</td>
<td>20</td>
<td>9</td>
<td>10</td>
<td>3.6</td>
</tr>
<tr>
<td>Lack of equipments and tools</td>
<td>23</td>
<td>37</td>
<td>19</td>
<td>11</td>
<td>7</td>
<td>3.6</td>
</tr>
<tr>
<td>Lack of reward for good performance</td>
<td>14</td>
<td>17</td>
<td>20</td>
<td>33</td>
<td>13</td>
<td>2.8</td>
</tr>
<tr>
<td>Lack of knowledge on performance contracting and appraisal</td>
<td>45</td>
<td>12</td>
<td>15</td>
<td>9</td>
<td>16</td>
<td>3.6</td>
</tr>
<tr>
<td>TOTALS</td>
<td>131</td>
<td>116</td>
<td>84</td>
<td>106</td>
<td>63</td>
<td></td>
</tr>
</tbody>
</table>

Majority of the respondents fell between the mean of 2.7 to 3.6 this fall more close to the range of indifferent and agree. This shows that commitment by the top management, budgetary provision, equipments and tools, reward for good performance need to be improved so as to enable them reach adequate levels that can make the performance management process favorable.
4.7.1 Other factors to that affect performance management in the police department

The respondents made the following suggestions on the factors that affect performance Management at the Police Department:-

Provide adequate resources to implement Police Reforms proposals namely, Compensation of salaries for staff, Insurance cover to uniformed staff, Modernization of security equipment, ISO certification, Acquisition of vehicles, patrol boats and aircraft

In addition officers should continuously be Sensitized on Performance Appraisal System (PAS) –GP 247A (Revised 2008) and Officers’ Performance Appraisal Report (P233a) especially the performance measurement part. Most officers were still not very clear in the section of performance measurement.

Transfer officers who have overstayed in one station for more than 3 years in accordance with the Code of Conduct and Force Standing Orders (FSOs). Older officers should work near their home districts in preparation for retirement. Transfers and deployment should be fair and not punitive. Transfers should be done in December and transport provided to all affected officers without considering ranks of the affected officers.

4.7.2 Recommendations on how to improve performance management in the police department

On management support the respondents recommended the following: proper communication between the top officers and subordinate officers, incorporation of subordinates comments on the performance management programmes and a mechanism to enable officers contribute anonymously on performance management.
On employee empowerment the respondents recommended regular training of the officers, refresher courses for officers to update them on any emerging issues in the area of operation and subordinates being given the power to make decisions through mechanisms such as promotions.

On communication and feedback to aid implementation of the performance management programmes, the respondents recommended openness in the communication, officers being guaranteed that they would not be victimized for speaking out and encouragement of upward communication.

On corporate culture, the respondents recommended that proper explanation of the culture should be communicated to new recruits and awareness of the culture should also be disseminated within the police force as many are not aware of all that it entails.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations of the study and areas that require further research. The broad objective of the study was to investigate the factors affecting the implementation of performance management programmes at the Police Service in Kenya. The study was a descriptive survey design based on the following objectives:

1. To determine the relationship between management support and the level of implementation of performance management programmes in the Police Service in Kenya.

2. To determine the extent to which employee empowerment affects performance management programmes in the Police Service in Kenya.

3. To evaluate the relationship between communication and feedback in the Police service and the level of implementation of performance management programmes.

4. To determine the relationship between corporate culture and the level of implementations of performance management programmes.

Data was analyzed according to the objectives of the study. The aim of the study was to investigate the factors affecting the implementation of performance management...
programmes at the Police Service in Kenya. Data was collected from the respondents and subjected to analysis.

5.2 Answers to research questions

5.2.1 Management Support

Research question 1 sought to find out whether management support affects the level of implementation of performance management programmes in the Police Service in Kenya. The results of the study revealed that thirty eight percent (38%) of the respondents strongly agreed with the statement, twenty six percent (26%) of the respondents were indifferent, fourteen percent (14%) strongly agreed with the statement, Eleven percent disagreed (11%) while nine percent (9%) strongly disagreed. The response shows that the management support affects the implementation of performance management programmes at the Kenya Police as depicted by the majority response from the population with the cumulative frequency (51%) strongly supporting the statement. The mean of 3.371 lies between 3 and 4 on the scale of 1-5 which shows that majority of the respondents’ opinions lie between indifference and strongly agreeing to the statement. The value of 3.371 lies closer to 3(indifference) which may indicate that there is need for more awareness on the need of management support towards the performance management process.

5.2.2 Employee empowerment

Research question 2 sought to find out whether employee empowerment affects performance management programmes in the Police Service in Kenya. The results of the study revealed
that majority of the respondents as shown by 47% of the respondents agreed with the statement, 31% of the respondents were indifferent, 9% strongly agreed with the statement, 8% disagreed with the statement while 5% of the respondents strongly disagreed with the statement. The response (56%, respondents who strongly agreed and agreed) indicate that employee empowerment affects performance management programmes in the Police Service in Kenya, this therefore shows that it affects the implementation of the performance management programmes. The mean of 3.464 lies between 3-4 on the scale (between indifferent and agree), this indicates that majority of the respondents are distributed among the two points of the scale therefore indicating the need for a little more effort on employee empowerment to improve the situation in performance management.

5.2.3 Performance communication and feedback

The research also sought to evaluate the relationship between communication and feedback in the Police service the level of implementation of performance management programmes. The results of the study revealed that majority of the respondents as shown by fifty one percent (51%) were of the opinion that communication and feedback affect the level of implementation of performance management, 18% were indifferent, 15% of the respondents strongly agreed with the statement, 12% of the respondents disagreed while 4% of the respondents strongly disagreed with the statement. The respondents who strongly agreed and agreed (64%) with the statement clearly shows that performance communication and feedback affects the implementation of performance management programmes in the police
department. The mean of 3.6 leans towards the range of agreeable indicating that performance communication and feedback plays a great role on the performance management programme implementation. Very little improvement is needed to remedy the situation.

5.2.4 Organization Culture
The study further sought to determine whether there was relationship between corporate culture and the level of implementations of performance management programmes. The results of the study revealed a strong relationship between the variables as majority of the respondents as shown by 40% agreed that to the effect of corporate culture on the implementation of performance management programmes, 9% of the respondents strongly agreed with the statement, 25% of the respondents were indifferent, 15% of the respondents disagreed while 9% strongly disagreed with the statement. The response shows that corporate culture affects the implementation of performance management programmes in the police department. The mean of 3.247 falls more close to the range of uncertainty which indicates that most respondents' do not have awareness on the corporate culture. Clearly there is need for great awareness on organization culture.

5.3 Conclusions
From the research, it is evident that the implementation of performance management programmes in the police department is affected by the variables put forward in the literature review. This has been reflected by the response as depicted above. These are further explained below.
The study concludes that the response shows that the management support affects the implementation of performance management programmes at the Kenya Police as depicted by the majority response from the population with the cumulative frequency (51%) strongly supporting the statement. Management support was attributed mostly to the trainings offered to the police officers by the organization.

The findings indicated that employee empowerment affects the implementation of the performance management programmes as depicted by the cumulative response (54%) in support of the statement. From the results it was concluded that employee empowerment affects the implementation of the performance management programmes at the Kenya Police Service.

On performance communication and feedback, the results of the study as supported by the respondents (64%) clearly shows that performance communication and feedback affects the implementation of performance management programmes in the police department. It was thus concluded that performance communication and feedback affects the implementation of performance management programmes at the Kenya Police Service.

On corporate culture, the results of the study as supported by the respondents (49%-who strongly agreed and those who agreed) clearly shows that corporate culture affects the implementation of performance management programmes in the police department. Though the level of support is not so significant, this points out that improvements on corporate culture could aid the performance management programmes implementation further. It was
thus concluded that corporate culture affects the implementation of performance management programmes at the Kenya Police Service.

In general it was noted that there is need for improvements in the Kenya Police to ensure that significance is achieved form the performance management process as depicted by the means for the variables highlighted above.

5.4 Recommendations

Based on the findings of the study, the following recommendations were made.

**Recommendations on management support**

The respondents were requested to suggest what needs to be done with regards to management support to enhance the implementation of performance management programmes at Kenya Police Service. The respondents recommended the following: proper communication between the top officers and subordinate officers, incorporation of subordinates comments on the performance management programmes and a mechanism to enable officers contribute anonymously on performance management.

**Recommendations on employee empowerment**

The recommendations with regards to employee empowerment to aid in the implementation of the performance management programmes at the Kenya Police service were as follows: regular training of the officers, refresher courses for officers to update them on any emerging issues in the area of operation and subordinates being given the power to make decisions through mechanisms such as promotions.
Recommendations on communication and feedback

On communication and feedback to aid implementation of the performance management programmes, the respondents recommended openness in the communication, officers being guaranteed that they would not be victimized for speaking out and encouragement of upward communication.

Recommendations on corporate culture

On corporate culture, the respondents recommended that proper explanation of the culture should be communicated to new recruits and awareness of the culture should also be disseminated within the police force as many are not aware of all that it entails.

5.5 Suggestion for further research

The study only focused on the Kenya Police Service. Further research should be done on other public service institutions the country to cover the topic of the study. This will widen the scope of information collected on the topic of the study. Other segments of the economy should also be included in further studies.
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APPENDIX 1 QUESTIONNAIRE

A QUESTIONNAIRE TO DETERMINE FACTORS THAT AFFECT THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT PROGRAMMES IN POLICE DEPARTMENT

I am doing research to determine factors that affect the implementation of performance management programmes in the Police Department. Therefore I need your assistance. There are different aspects involved on which I would like to get your opinion. You are requested to answer the questions with absolute honesty and to answer according to what takes place in your work environment.

All answers to questions remain anonymous and will be treated confidentially. This questionnaire consists of 7 pages and it is expected that it will not take more than 20 minutes to complete. There is no right or wrong answers to the questions that require your opinion.

Although we do not know your name, we do need to know some detail pertaining to you. We therefore request your cooperation in furnishing the following information:
SECTION ONE

Demographic information

1. Rank

2. Indicate your age category
   a) Below 20 years
   b) 20-29
   c) 30-39
   d) 40-49
   e) 50 and above

3. Sex
   Male ( )  Female ( )

4. How long have you served in the department

5. Level of education
   a) Masters degree
   b) University degree
   c) Post secondary certificate
### MANAGEMENT SUPPORT

1. Rate each item on the scale shown to indicate your level of agreement

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>Strongly agree</th>
<th>agree</th>
<th>Uncertain</th>
<th>disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The department strategic plan has been communicated and tied to the performance of all employees through Individual work plans</td>
<td></td>
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<tr>
<td>staff members are continuously informed about the departments performance management programmes (Appraisal, performance contract, Strategic Plan)</td>
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</tbody>
</table>
Senior management are committed to the process of work planning and target setting.

Annual performance Contract has been communicated and tied to the performance of all employees through Individual work plans.

Supervisors are keen on setting clear performance expectations (results + actions & behaviors), and help officers to know what needs to be done to be successful on their job.

Officers are given prompt and relevant feedback on their performance.

Officers are Recommended for promotion based on their work performance.
Management tries to solve my work related problems.

Senior managers are well versed with the performance appraisal tool procedures and measurement and are able to articulate it to officers under them.

Poor performers are rarely disciplined and they receive the same pay increases as employees who meet or exceed performance expectations.
### SECTION THREE

#### EMPLOYEE EMPOWERMENT

1. Rate each item on the scale shown to indicate your level of agreement

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly agree</th>
<th>Uncertain disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Department strategic plan 2008 to 2012 has been circulated and read by all staff members</td>
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</tr>
<tr>
<td>Most officers have been trained on strategic planning, performance contracting, and performance appraisal</td>
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<tr>
<td>Officers are involved or consulted in the process of developing strategic planning, performance contracting, and performance appraisal</td>
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<tr>
<td>Officers have access to the organization's overall mission, vision, and strategic plans.</td>
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<tr>
<td>It is very easy to develop individual work plan?</td>
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<tr>
<td>The performance contract is availed to all employees in the department.</td>
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<tr>
<td>Officers set their performance targets at the beginning of the financial year?</td>
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<tr>
<td>Employee set performance targets in consultation with their respective supervisor.</td>
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<tr>
<td>Work related information is readily available to make thoughtful decisions.</td>
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<tr>
<td>employees feel under-compensated, under-titled for the responsibilities they take on, under-noticed, under-praised, and under-appreciated,</td>
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</table>
My opinion is asked before changes are made in the way I work.

I have a problem I can speak directly to management.

Managers pay lip service to employee empowerment, but do not really believe in its power.

### SECTION FOUR

#### PERFORMANCE COMMUNICATION AND FEEDBACK

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>agree</th>
<th>Uncertain</th>
<th>disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>Performance communication is effective, officers are informed of performance planning, processing and evaluation in a timely manner</td>
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<tr>
<td>In police Department communication is 'two way', employees listen, but always</td>
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</tbody>
</table>
have a chance to talk and are encouraged to ask questions, discuss, express their own ideas.

The performance appraisal is a continuous process where officers are guided in developing individual work plans, progress in implementing the plan is followed and quarterly reports made.

Good communication is in place where officers are clear of roles, job description and clear statement of expectations.

Newly appointed, recently transferred officers undergo full and proper induction, ensuring good training and performance monitoring.
### SECTION FIVE

**CORPORATE CULTURE**

<table>
<thead>
<tr>
<th>The Police Department is authoritative on how it handles all aspects of operations.</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Uncertain</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>Officers' opinions are valued.</td>
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<tr>
<td>Communication within the department is effectively (written and verbal) and in a timely manner.</td>
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<td>Team work is valued and recognized.</td>
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<td>There is respect for a diverse range of opinions, ideas, and people.</td>
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<tr>
<td>Assessment of employees performance is fair, and just.</td>
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<tr>
<td>There is learning culture that</td>
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</table>
provides employees with the necessary learning, training opportunities, so that employees continue performing better.

The chain of command is rigid and does not provide for creativity

SECTION FIVE

LEVEL OF PERFORMANCE MANAGEMENT IMPLEMENTATION

Since the police department adopted performance management programme by use of performance appraisal, performance contract, strategic plan has the performance improved.

Comparing the performance of the department after the introducing of performance management programmes

<table>
<thead>
<tr>
<th>Performance improvement</th>
<th>WORSE</th>
<th>SAME</th>
<th>1-25%</th>
<th>26-50%</th>
<th>51-75%</th>
<th>76-100%</th>
<th>Unaware</th>
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<tbody>
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<td>Training opportunities are available to all officers.</td>
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<td>Officers are increasingly being training to improve on their performance</td>
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<td>Clear performance objective and goals have been established for all employees</td>
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<td>Officers are more motivated since rewards are based on good performance</td>
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<td>The level of satisfaction by the public has improved due to increased safety, Law and order</td>
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<td>There is increased accountability since officers have a clear understanding of the job</td>
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<td>expectations</td>
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<td>There is Regular feedback on performance to officers</td>
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<tr>
<td>Employees are more empowered since they participate in the planning process</td>
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<td>There has been increased team work</td>
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<tr>
<td>poor performers are disciplined</td>
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</tbody>
</table>

To what extend would you agree or disagree that the following factors affect performance management in the police department
Tick as below 1= strongly agree 2= agree 3= disagree 4= strongly disagree 5= uncertain

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lack of commitment by the top management</td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Low budgetary provision</td>
<td></td>
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<tr>
<td>3</td>
<td>Lack of equipments and tools</td>
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<tr>
<td>4</td>
<td>Lack of reward for good performance</td>
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</tr>
<tr>
<td>5</td>
<td>lack of knowledge on performance contracting and appraisal</td>
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</tr>
</tbody>
</table>

What other factors affect performance management in the police department
1. Make suggestions/recommendations on how to improve performance management in the Department.
Thank You for your cooperation
## APPENDIX II RESEARCH BUDGET

<table>
<thead>
<tr>
<th>UNDERTAKING</th>
<th>COSTS OF ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Researching material</td>
<td>10,000</td>
</tr>
<tr>
<td>Typesetting and editing of the paper</td>
<td>4000</td>
</tr>
<tr>
<td>Binding of copies</td>
<td>8000</td>
</tr>
<tr>
<td>Transport/Fuel</td>
<td>10,000</td>
</tr>
<tr>
<td>Airtime</td>
<td>4000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>36,000</strong></td>
</tr>
</tbody>
</table>