

**KENYATTA UNIVERSITY**

**ADMINISTRATIVE CAPACITY AND PERFORMANCE OF KENYA POLICE  
SERVICE OFFICERS IN MACHAKOS COUNTY, KENYA**

**BY**

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**MAY, 2023**

**DECLARATION**

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

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This research project report has been submitted for review with my approval as the University supervisor.

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## **DEDICATION**

I would like to dedicate this research project to my family for their encouragement and inspiration which motivated me to pursue this research study with commitment.

## **ACKNOWLEDGEMENT**

First and foremost, I would like to thank the almighty God for the gift of life and sound mind that I enjoyed while undertaking this research. I also offer my sincere appreciation to my supervisor, Dr. Wilson Muna for his tireless and valuable guidance during the writing of the research project. I would be indebted if I did not appreciate the assistance offered to me by my colleagues during my entire study period. Finally, I have great pleasure in acknowledging the office of the Machakos County Police Commander and all police officers in the Kenya police service and in particular those working in Machakos County who volunteered to provide the needed information that enabled me to complete the research study.

## **ABSTRACT**

A rising body of evidence in Kenya, and Machakos County in particular reveals that the police officers' administrative capacity is under-researched and has a negative effect on their performance. The research was guided by the following research objectives; identify the effects of career progression on performance of Kenya police service officers in Machakos County, examine the effects of workload on performance of the officers and establish the effects of technological preparedness on performance of the officers. Research was conducted using Human Capital Management theory and a descriptive survey methodology. The total population that was targeted was 690 officers comprising of 678 police constables and 12 police station commanders in the County's twelve police stations. 203 police constables and 4 police station commanders were randomly sampled using a stratified random sampling technique. Interview schedule was used to collect data from Officers in charge of the police stations and data was gathered from the police constables through the distribution of questionnaires to them. For this study, quantitative and qualitative methodologies were used to analyze the data. Descriptive statistics, such as frequency distributions and percentages, were necessary for analyzing numerical data while closed-ended replies or content analysis from questionnaires was done which revealed patterns, themes, and biases that were employed in the research. A table-based style made it easier to see the results. Simple regression technique was used to check the relationships between the two study variables, that is, administrative capacity (independent variable) and performance (dependent variable). Statistical Package for Social Sciences was used to do the analysis. The study adhered to Kenyatta University and National Commission for Science, Technology and Innovation norms for research. The information provided remained private at all times. The data was collected in an anonymous fashion and data management was done by use of a computer and a password to save the data electronically to keep it safe from unauthorized access. The study established that there was a positive correlation between administrative capacity and performance of the police officers. The major findings of the study were that: career progression, workload and technological preparedness aspects affected performance of the officers. In view of the identified research findings, the researcher recommends that: The National Police Service Commission should develop a suitable policy on enhancing the administrative capacity and performance of the officers. Further, the Service should develop a suitable strategic plan aimed at capacity building of the police officers and enhancing their performance.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BSC</b>	- Balance scorecard
<b>CPA</b>	- County Policing Authority
<b>CPC</b>	-County Police Commander
<b>DCI</b>	-Directorate of Criminal Investigations.
<b>GIS</b>	- Geographical Information Systems
<b>GO</b>	- Gazetted Officer
<b>HCM</b>	-Human Capital Management
<b>IAU</b>	-Internal Affairs Unit
<b>IPOA</b>	-Independent Policing Oversight Authority
<b>KPS</b>	-Kenya Police Service
<b>NPS</b>	-National Police Service
<b>NPSC</b>	-National Police Service Commission
<b>OCPB</b>	-Officer Commanding Patrol Base
<b>OCPP</b>	-Officer Commanding Police Post
<b>OCS</b>	- Officer Commanding Police Station
<b>PC</b>	- Police Constable
<b>PDR</b>	- Professional development review
<b>SCPC</b>	- Sub-County Police Commander

## **DEFINITION OF TERMS**

**Administrative capacity:** Means the job that has total administrative responsibility for a program, including selection, recruiting or supervision activities. In this study, administrative capacity is defined in reference to the quantity of knowledge, motivation, and ability of the police officers working in the Police service to execute their jobs. It includes the objectives of the study which are the aspects of administrative capacity.

**Administration:** is that part of management which is concerned with policy, advice, interpretation of important decisions, rules and the enforcement of procedure and regulations.

**Performance:** involves putting in time and effort in order to accomplish a goal or complete a project. You'll learn how to do everything from getting the job done to completing it and putting it into action.

**Police station:** refers to the basic unit of police service delivery in a region, which is often similar to an administrative ward in size.

**Police:** refers to a government agency tasked with enforcing laws and spotting and preventing criminal activity. Any Kenyan police officer is referred to as "a police officer" for the purposes of this study.

**Reform:** what is wrong, corrupt, and/or unacceptable can be improved upon or amended. Reform is to improve the current system rather than completely overturn it.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Background of the study**

Administrative capacity is one of the factors that have a significant effect on the workers' performance world over. In Professor Farazmand's Article, (2009), "Building Administrative Capacity for the Age of Rapid Globalization," he argued that the current administrative capacity of governance and public administration is incapable of dealing with the difficulties of the future and must be matched with modern values. Various scholars have defined administrative capacity in various ways according to Misener and Doherty, (2009). Farazmand, (2009), for example, defined Administrative capacity as managing a political or economic system's machinery and achieving political and communal ambitions. According to Mentz, (1997), administrative capacity is made up of the individual capacities of civil employees since they determine service delivery. Honadle, (1981), argued that a consensus on what constitutes administrative capacity in the context of public administration will never be attained.

The importance of administrative capacity on enhancement of the workers' performance all over the world cannot be overlooked. The focus of this study was based on this background with a view to find out the effects of administrative capacity on performance of the officers in terms of the amount of knowledge, motivation, and ability of the officers to perform their duties in relation to the objectives of the study.

Workplace career advancement is an issue that affects people all over the world. Workers who are rewarded by their employers are more likely to behave positively toward their jobs because they know that their employers care about their well-being and career advancement according to Korir and Kipkebut, (2016). UK Police Regulations, (2003) established the UK College of Policing for learning and career development, resulting in the implementation of Professional Development Review (PDR) as a guide for police officers to take part in their professional development and plan their career progression.

According to Nnaji-Ihedinmah, (2015), career development strategies in Africa, such as Nigeria, have a significant impact in employee motivation. Although the need for police services in Nigeria has grown, Adegoke, (2014) found that the Nigerian police force lacked the information and knowledge necessary to improve their performance and the necessary capabilities to carry out their tasks.

Organizational commitment is strongly linked to career advancement practices in Kenya as observed by Chelangat and Gachunga, (2016). In their opinion, training and development can help to improve the working circumstances of organizations' employees. According to the National Task Force Report, (2009), Kenyan police personnel are dissatisfied with the current practice of career growth in the service notwithstanding the Service standing orders' (SSO's) provisions. Claims have been made that the selection criteria for career advancement are tainted by corruption and political meddling, favoritism and unnecessary bureaucracy, depressing officers and badly affecting their performance.

Every workplace faces the issue of excessive workload, which has a negative impact on productivity. Research conducted in 2014 by the United Nations International Superhero Oversight Network Safety representatives (UNISONS) found out that a number of factors contributed to the stress felt at the workplace. Increased workload, low pay, poor relations with coworkers, unrealistic goals, shift work, lack of support and control and working alone were found to be the main causes of stress in the workplace, as well as poor working conditions such as poor facilities, overcrowding and the presence of hazardous materials. According to a survey conducted in 2014 in the United Kingdom, 32% of police officers are extremely stressed, 62% are highly anxious, and 77% of police officers report that they have experienced high levels of stress in the past year. An increase in workload, uncertainty about employment, concern about living expenses, and a lack of managerial assistance were all contributing factors.

When there was a lack of staff, police officers in South Africa were asked to perform tasks that were not part of their job description, according to research conducted by Bother and Pienaar, (2006). In Kenya, the officers serving in non-core roles such as clerks, receptionists, private bodyguards and drivers were cited in the Task Force Report, (2009) as affecting and compromising the ability of the police to carry out their duties and responsibilities.

The usage of Geographical Information Systems (GIS), closed-circuit television (CCTV), and other modern technologies in crime management has been widely accepted since the 1990s according to prior studies conducted by Harries, (1999). According to Ahmed and Salihu, (2013), GIS technology is being successfully used in crime

management in industrialized countries such as the United States, Britain, and Germany. For example, the Comp Stat tool is used in crime analysis and police deployment in cities like New York and Chicago according to Getis et al, (2000).

Nigeria, South Africa, and Egypt are just a few of the African nations that make use of geographic information systems (GIS) to combat crime as observed by Yelwa and Bello, (2012) and Ahmed and Salihu, (2013). Closed circuit television (CCTV) cameras are being used in Kampala, Uganda, by the city's police force to combat rising crime rates, as reported by Bulelani Jili, (2020).

When it comes to Kenya's police, previous reports by John Krigler, (2007), Waki, (2008) and Ransley, (2009) noted that the Kenyan Police Service has failed to use modern technology in their policing duties and is still using outdated equipment in crime management in an age of technology-driven police operations. However, the assessments found that police officers' ability to accomplish their tasks was hampered by a lack of ICT and contemporary technological capabilities, as well as outdated equipment and motor vehicles. As a result, the research was necessary to address this issue.

## **1.2. Statement of the Problem**

In spite of data suggesting that the limited attention paid to the police officers' administrative capacity has damaged their performance and has been connected to an increase in crime rates in Machakos County, research evidence on administrative capacity of the officers in terms of their career progression practices and policies, workload and technological preparedness remains poor and has been linked to their poor

performance. When it comes to the performance of police officers in Machakos County, Kenya, there has been a research by Johana Kiplang'at Tonui, (2020) that examined the impact of participatory supervision, but it did not take into account the environment in which they were working, such as their level of knowledge, motivation and ability to perform their duties. Because of this, the goal of this research was to find and close the hole that was identified.

### **1.3. Objectives of the Study**

The study was based on three objectives:

- (i) To identify the effects of career progression on performance of Kenyan police service officers in Machakos County, Kenya.
- (ii) To examine the effects of workload on performance of Kenyan police service officers in Machakos County.
- (iii) To establish the effects of technological preparedness on performance of Kenyan police service officers in Machakos County.

### **1.4. Research Questions**

- (i) How does career progression of Kenyan police service officers in Machakos County affect their performance?
- (ii) How does workload of Kenyan police service officers in Machakos County affect their performance?
- (iii) How does technological preparedness of Kenyan police service officers in Machakos County affect their performance?

### **1.5. Justification and Significance of the Study**

Kenyan police service in Machakos County and across the country, according to previous study, lack sufficient administrative capacity. A total of 1,421,932 people reside in Machakos County, according to the Kenya National Bureau of Statistics Population Census, (2019). Because of the region's rapid growth, crime rates have risen as a result of overpopulation, growing numbers of unemployed individuals living in the slums or migrating from other places in search of employment or alternative services, among other factors. It is difficult for police officers in the County to deal with the above issues, which has hampered their work. A lack of focus on the police's administrative capacities has been shown to be a contributing factor to their poor performance, which has led to claims of wrongdoing according to the Internal Affairs Unit Annual Report, (2020). By addressing these issues that significantly impact negatively on their performance, this study attempted to balance these expectations.

For the Kenyan police service in Machakos County, and the government of Kenya, the findings of this study may be useful in policy formulation as it relates to capacity building for the police officers in Kenya, as well as in the development of reasonable workload and technological advancement in the service. In addition, it would serve as a starting point for future studies of this nature. This study may also help the leadership of the Kenyan police service and Machakos County in particular, to make progress in strengthening the administrative capacity and performance of the police officers.

## **1.6. Scope and Limitations of the Study**

Kenya police service officers stationed in Machakos County participated in the research, which was done there. As a significant agricultural and economic crossroads in Kenya, Machakos County was a natural choice because of its close proximity to Nairobi City, which has seen an increase in crime and instability as a result of the city's porous neighborhoods. As a result, the County's police officers have been less than effective, necessitating the present study.

Access to information and the unwillingness of respondents to share some information were the most significant constraints. As a result of national security concerns, all police-related information must be kept strictly confidential. Assuring respondents that any personal information they supply will be kept strictly confidential and used exclusively to further my academic research was one way to aid with this.

## **1.7. Assumptions of the Study**

The study's initial hypothesis was that police officers' performance improved if they had more administrative capacity. Assumption number two was that interventions helped police officers improve their administrative and operational capacities.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

With subsections, the reader is guided to comprehend the progress and problems given by the phenomenon under study as well as how addressing research questions may help fill that gap in understanding. The study's objectives will guide the literature review.

#### **2.2. Empirical Literature Review**

The current administrative capacity of Kenyan police service has been linked to poor performance by previous studies. There have been numerous roadblocks in the service's quest to function properly including a lack of professionalism, limited resources, a poor working environment, and a lack of motivation. King'oo and Njoroge, (2019) found out that these and other issues have made it difficult for the service to meet its expectations as outlined in its mission statement. Key areas of concentration indicated by Ndung'u, (2011) include: providing current equipment and motor vehicles, technological skills, good housing and office space, appealing pay and remuneration for the officers. The police, he believes, need updated tools and new procedures to keep up with changing criminal patterns if they are to be effective in their work.

According to Kenya's Constitution, (2010), the police have sole authority for public safety. The Kenyan police service, on the other hand, faces numerous difficulties in carrying out its constitutional obligations. The Ransley Report, (2009) was the result of a

series of committees formed by successive Kenyan governments in an effort to enhance the performance of the police. According to the report, Kenyan police were underequipped, underfunded, and under-motivated due to poor career progression, excessive workload and a lack of proper technological preparedness.

The report made far-reaching recommendations aimed at improving the capacity of Kenyan police to carry out their constitutional duties. The National Police Service Strategic Plan, (2018-2022) outlines long- and medium-term reforms aimed at improving police officers' administrative capacity and performance. Thus, this research was conducted in order to measure and evaluate the impact of the implementation on the current administrative capacity and performance of the officers.

### **2.2.1. Performance of Police Officers**

According to Kaplan and Norton, (1992), performance is defined as the method in which a person carries out his or her duties in accordance with the criteria of the organization's goals, vision, and mission. It's possible that police performance is the term used to describe the tactics used by officers in public settings to entice people other than law enforcement to interact with them.

Public organizations such as police agencies serve an essential function according to Moore and Braga, (2003). Conflicts that disrupt social order and impair people's lives are directly linked to these findings. The primary goal of police work is to establish a safe and secure environment for citizens. To address this, the officers must be better prepared

to improve their administrative capacity and performance, which has been correlated with an increase in crime rates, and this study, was necessary to do so.

According to a research conducted by Johana Kiplang'at Tonui, (2020), on participatory supervision and how it affects work performance in the Kenyan police service in Machakos County did not address how police officers in the County could obtain information necessary for administrative capacity and performance improvement. Consequently, this study's main subjects included the following: performance enhancement techniques for the police service, criteria for measuring performance in law enforcement, the impact of administrative capacity on the performance of law enforcement professionals, and information.

#### **2.2.1.1. Measuring performance of Police Officers**

In line with Were, Gakure, Kiraithe, and Waititu's (2013) definition, "performance" is defined as the accomplishment of assigned tasks in compliance with set workplace norms. Organizational performance is defined differently by various groups inside such organizations. As an example, the National Police Service Strategic Plan, (2018-2022) specifies that a police service's effectiveness can be measured in terms of its ability to uphold law and order, administer justice, keep the calm, protect property, and detect and avert criminal activity. It is the job of the police to provide a high-quality public service that is both effective in combatting crime and cost-effective. The opinions of the public are critical in evaluating the performance of police officers. Police officers' performance is evaluated using the following criteria:

The reduction in crime rates is used to gauge the effectiveness of police officers, and this effectiveness is then compared to the level of satisfaction among the general public. In order for administrators or police managers to review internal policies, they must be aware of the various components of measuring the performance of officers as observed by Dadds and Scheide, (2000). Crime rates as a performance indicator necessitate proving a link between reduced crime and improved police service. As a result of the decline in crime rates and other variables, the public environment becomes more vigilant, making it difficult for criminals to thrive.

On the other hand, the performance of police officers is also measured by utilizing a Balanced Scorecard, which is a method for evaluating performance in relation to the organization's stated goals and standards according to Sharma, (2009). Gibbons and O'Connor, (2005) argued that strategic planning has a favorable impact on performance. Though the logical method according to Andrews, (1987) is able to identify a company's aims and objectives and choose the best strategy, there are other opinions on strategy formulation. These officers' service-level performance was examined by performing a comprehensive and comparative assessment of their administrative capacity and its impact on their performance. The Balanced Scorecard (BSC) was important in this study.

When it comes to police officer performance, complaints rate statistics are also utilized as a gauge. The Police Service's Performance Management utilizes it to compare the number of complaints against officers to guarantee that what is valued is quantified. Because of the unique challenges of policing in big cities, such as Machakos, it's

important to focus on reducing the number of complaints filed against police officers as a way to gauge their effectiveness.

A total of 1043 complaints were registered by the Internal Affairs Unit (IAU) in 2020, compared to 1139 complaints in 2019, which represents a drop of 96 complaints against the police officers. According to the Report Kenyan major counties like Nairobi, Kiambu and Machakos recorded higher cases than rural counties such as Tharaka Nithi, Tana River, Lamu, Elgeyo Marakwet, and West Pokot in the year under review. One explanation for these findings is that the IAU and its mandate are not widely known throughout the zones. Among the infractions are; police inactivity, harassment and intimidation, administrative issues (promotion, transfer, and disciplinary processes), bribery, Corruption, and extortion, amongst other things. To reduce the number of complaints against the police in the county by improving officer performance, this study examined the current state and progress of the county's administrative capacity and how that capacity affects the officers' performance.

Police officers' performance is ultimately measured by Benchmarks. There must be explicit or implicit criteria in order to undertake any kind of gap analysis (between what capacities are available and what capacities are needed). A country's police service should be restructured to meet international benchmarking standards if it hopes to achieve "best practices." International benchmarks can be used to compare the administrative and operational capacities of the police officers with those of other countries in order to make gaps analysis (between what capacities exist and what capacities are needed).

### **2.2.2. Administrative capacity of Police Officers**

Administrative capacity is a term for which no consensus has been reached as previously mentioned. According to this study, administrative capacity was studied in relation to the amount of knowledge, motivation, and ability of the police service's personnel to accomplish their jobs. The objectives of the study, which are: Career progression, Workload, and Technological preparedness were the predictors of administrative capacity under study affecting performance of the officers.

Administrative capacity tends to fluctuate depending on the specific tasks to be carried out. A common definition of administrative capacity in the public administration arena is implausible, according to Honadle, (1981). Setting quantifiable goals and achieving desired outcomes is critical to the success of any organization. It is required in all sectors of society, including government, education, business, healthcare, and even private residences and places of worship. As a result, in both developed and developing countries alike, it is critical to enhance the capacity of institutional people.

To keep up with the quick pace of globalization, according to Farazmand, (2009), governments must constantly develop their administrative capacities in order to deal with the issues they face. Amidst all of this uncertainty, the author observes that there is a great deal of hyper-competition. His policy recommendations are vague, and he does not clearly define administrative capacity. This may be the case since his article makes the sweeping assumption that globalization generates problems with administrative capacity rather than focusing on a specific issue.

Administrative capacity challenges are not caused by globalization as argued by Bowornwathana, (2009) and Cheung, (2009). According to them administrative difficulties are caused by governments and organizations' incapacity to adequately foresee issues. This lack of ability to rule is due to the state's capacity being stretched to its breaking point by an increasingly complicated internal and external governing environment as observed by Cheung, (2009). Despite the fact that globalization exacerbates the existing limits in public administration and management, it is not to blame for these shortcomings. As a result, this study was necessary because public administrators must devise effective tactics in order to increase their administrative capacity.

#### **2.2.2.1. Career Progression and Performance of Police Officers**

The following aspects contribute to career advancement: on-going education, involvement in professional organizations, research, increasing responsibilities and obligations, skill-based training, and new job responsibilities. Organizations around the world place a high focus on compensating employees to ensure that they perform well. They are more likely to put in extra effort since they know they have the support of the company in terms of taking care of their personal needs, as well as their professional development according to Korir and Kipkebut, (2016).

Many researches have been done on how career advancement affects work performance. Organizational growth and success are directly linked to the level to which workers put their experience, creativity and abilities into action in order to help achieve the company's goals. Dahie & Mohamed, (2017) argued that because of this, the company

has a responsibility to keep these talented individuals motivated by paying them. Career advancement is one way to motivate employees in a firm.

Organizational ability to provide perceived organizational support has a significant impact on career growth in the United States as reported by Saud, Tulus, Asri, Riani, Sri and Mugi, (2017). Mbuthia, (2016) examined how advancement in one's career affects productivity at work in Indonesia. The study was conducted using an exploratory technique. Random sampling was used during the experiment. According to the research, there is a strong link between advancement in one's profession, intrinsic motivation, and job performance. Variable in certain areas, but generally consistent Career growth, motivation, and organizational commitment all affect employee performance.

Police officers and personnel in Britain (UK) are encouraged to take charge of their professional development through the implementation of Professional Development Review (PDR) as a means of encouraging them to plan for their future advancement. Professional development reviews must be conducted for every police officer who is on salary progression up to the rank of Chief Inspector. For the PDR process, the college has established a set of principles and expectations. With the help of these meetings, police officers and their supervisors can address everything from welfare to performance to learning and development opportunities. The information gathered can be used for a variety of development initiatives to help police officers advance their careers.

Dialoke and Nkechi, (2017) conducted research at Nigeria's Michael Okpara University on the advancement of subordinate employees and their productivity in Africa. This

study relied on descriptive research. In this research, the researchers used simple random sampling. Subordinates' performance was positively influenced by career advancement, according to the findings. The results also showed that subordinate personnel were motivated to work because of career development strategies. According to a new study, the study found that career development prevents junior workers from being overworked, which in turn improves university administration performance.

When it comes to a company's commitment to its employees in Kenya, Chelangat and Gachunga, (2016) say that career development initiatives have a significant impact. An employee's needs can be met through training and development, which can benefit the firm. This is frequently the case when making an offer of useful, desirable, and acceptable information as articulated by Dialoke and Nkechi, (2017). To retain and develop the abilities of employees, training, scholarships, and seminars and workshops are the most significant components. Training increases a worker's motivation to remain with a company for the long run. Training and development of personnel, as well as the development of career development programs, should be a primary focus of organizational policies according to Kakui and Gachunga, (2016). Dahie & Mohamed, (2017) observed that career development comprises of the development of skills, setting equitable chances, and enhancing possibilities for employees.

At Kiganjo, a training college for Kenyan police officers, Section 17 (1) of the Service Standing Orders mandates that "the Kenya police service should strive to train police officers in the highest possible standards" and that training is a continuous process following a recruit's course completion. It has been found, however, that this provision is

frequently flouted, and the selection process for trainees has become increasingly characterized by allegations of nepotism, political patronage; favoritism and corruption. Consequently, leading to knowledge redundancy, which affected performance and morale of those officers who had worked for long periods of time without undergoing any additional training, thus, the need for the study.

The UK Police Regulations, (2003) which govern the deployment of police officers in the United Kingdom (UK), give officers a wide range of career options after they finish their probationary period, including positions in community policing, investigation, and operational support, among many others. The National Task Force on Police Reforms in Kenya found that police in Sweden, the United Kingdom, and Botswana are only deployed for their primary police responsibilities. In these countries, private security services are hired to provide security for various public buildings. In the United Kingdom and Sweden, the deployment of police officers is restricted to the recruitment region. Applicants may elect to be stationed elsewhere if they so desire while submitting their applications. Like Kenya, the Inspector-General of Botswana has the authority to send police officers to work in any area of the country, as is the case in Kenya.

Under chapter 72 section 12(3) of the Service Standing Orders', "deployment shall not be utilized as a disciplinary consequence or a reward measure" within the Kenyan police service, deployment is regulated. National Task Force determined that the deployment of police personnel has not always been carried out in compliance with these standards, according to their findings. There have been several instances where senior officers have deployed personnel without regard to their specialization or lack thereof. A major source

of concern for the Task Force was the use of officers in non-core roles such as receptionists, bodyguards, clerks, or drivers for politicians or high-ranking officials of the government, and they noted that this practice jeopardizes the ability of the police department to carry out their duties as mandated.

Since the Task Force estimated the number of such policemen to be roughly 3000, it has added to the issue of low police to population ratio. Task Force members pointed out that inactivity, frustration, a lack of order and lack of professionalism are all consequences of frequent deployments like this. Deployment to non-core tasks increases corruption, according to the report. As a result, it's not uncommon for people to influence promotions despite their lack of merit. A lack of opportunity to improve as a professional might demoralize an officer who spends long periods of time doing the same thing.

An examination of traditional administrative and system performance of police officers, as well as the need for this study to ascertain whether there has been any notable development, was recommended in the report. Additional training and redeployment of non-core police officers was also proposed. In the police force, there are numerous ways to advance your career. As a police constable in the United Kingdom (UK), you will be able to rise through the ranks after completing your probationary period. If a police officer wants to rise through the ranks in the UK, he or she must first demonstrate competence at the current level and then sit and pass examinations.

According to the Task Force's benchmarking experience as detailed in the Ransley Report, (2009), the promotion mechanism for police officers in Africa, such as

Botswana, is the same as that in the United Kingdom. Chapter 34 Section (1) of the Service Standing Orders (SSO) stipulates that "all promotions should be based on merit where every officer shall be afforded equal opportunity for advancements" in Kenya's police service. According to the Task Force's report, the selection process for promotions has become more tainted by allegations of nepotism, political patronage, favoritism, and bribery. This has left other deserving officers without the opportunity for advancement, which has demoralized them and negatively impacted their work performance.

#### **2.2.2.2. Workload and Performance of Police Officers**

Policing is a physically and mentally demanding job that requires a strong sense of self-confidence and self-discipline. This has been the case throughout the history of law enforcement in its quest to maintain a productive workforce according to Ezra, (2015). A person's "workload" refers to the amount of time they have available to complete their tasks as observed by Joyce et al, (2014). It relates to the level of difficulty of a work. There have been numerous studies on occupational stress and the high workload of a police officer that has been identified as a work-related stressor by Keinan and Malach-Pines, (2007). Between 65 and 75 percent of police officers in a Dutch survey said they were stressed out by a severe workload.

Police officers in South Africa were found to be performing jobs that did not fall within their typical job description in research on staff shortages. They stepped in to do the tasks that other employees couldn't do because of a lack of staff according to Botha and Pienaar, (2006). Work overload was one of the four stressors that had a significant effect on Israeli police officers' performance as said by Moon and Maxwell, (2004). Ransley's

Report on Police Reforms, (2009) stated that, a total of 90,000 police officers serves the nation of Kenya. Kenya's police-to-civilian ratio now stands at 1:522 (one police officer to five hundred and twenty-two civilians). According to the findings of this study, police officers may be unable to do their tasks to the best of their abilities due to a shortage of police officers.

Police officers everywhere have to deal with violence and high crime rates, as they are being murdered either on or off duty according to Omeja and Githigaro, (2010). Police officers' working conditions must be taken into consideration because of the stress they are under. For their part, police officers enforce traffic laws and report back to their superiors which are stressful, according to one group, because of the many near-impossible deadlines and obligations that must be met. The work of a police officer is physically and mentally taxing. Toxic effects of labor overload have been linked to smoking, alcohol usage, elevated cholesterol levels, an elevated pulse rate and low self-esteem, according to Agolla, (2008).

Omeja and Githigaro, (2010) observed that two of Kenya's most dangerous cities, are home to Kenyan police officers. Drug and alcohol abusers, violent criminals, and political hooliganism are all too common during party elections, according to this study. Youth gangs and other organized groups have often forced officers to disperse. Violence against police personnel is common in Kenya, making this study necessary. On the other hand, Work-life balance is a critical problem that impacts on the health and well-being of both the individuals and the organization they work for.

The majority of police officers said that it was difficult for them to strike a balance between their work and home lives according to Rajinikanth, (2018). Due to a variety of factors like extended working hours, the ageing population, and technological advancements in the workplace, employees are unable to maintain a healthy work-life balance. It has become increasingly difficult for companies to maintain a work-life balance as a result of these developments and the tension between family and work responsibilities.

The police department's work schedules have not been conducive to bettering one's performance. Shift work is defined by the International Labor Organization as a form of organizing working time in which individuals' alternate shifts at the workplace so that the organization can run longer than the hours worked by individual workers. Because of their unique nature, law enforcement officers have a larger likelihood of their workdays being disrupted by unexpected events such as a call to fill shifts or a request for unique assignments. Shift work impairs officers' capacity to relax and sleep well, particularly those who work evenings, according to Di Millia et al, (2013). Risks of operational injuries and accidents, short-term and long-term medical complications, and a negative impact on job performance are currently the primary focus of this study.

### **2.2.2.3. Technological Preparedness and Performance of Police Officers**

There must be an increase in the administrative capacity of the police in order to accomplish its goals and objectives more effectively and efficiently. A wide range of police duties are being made more efficient and effective through the implementation of

new technology. As forensic procedures become more sophisticated, border control computer systems become more sophisticated, and command and control systems in control (or "dispatch") rooms become more sophisticated, covert surveillance equipment becomes more sophisticated.

Since the early 1990s, computer processing speed and storage capacity have grown rapidly enough to allow police departments around the world to use Geographical Information Systems (GIS) computerized mapping technology in their day-to-day operations. As of the mid-1990s, the acceptance and application of GIS technology has risen enormously in the areas of crime mapping, hotspots analysis, targeted deployment, resource allocation, and strategic planning according to Harries, (1999).

Comp Stat, a GIS tool that is intimately related to crime analysis and police deployment in cities like New York and Chicago, is a good illustration of this as argued by Getis et al., (2000). Only a few African countries, including Nigeria, South Africa, and Egypt, make use of geographic information systems (GIS) in the service of the law. A report by the African Centre for Strategic Studies stated that in 2019, in an effort to tackle the city's escalating crime problem, the Kampala Police Department in Uganda invested \$ 126 million in CCTV monitoring technology from Chinese telecoms giant Huawei.

John Krigler, Waki, and Ransley's the National Police Reform Task Force all found that the Kenyan Police Service was unable to keep pace with technology advancements in the external environment, which is why the government commissioned these assessments as stated by Nyongesa, (2013). There is still a lack of technology in Kenyan police

operations, despite the fact that most operations are now driven by technology. When traffic lights are in operation, it is advised that the Traffic Department's computer system take over traffic management duties, as this is efficient.

As a result of their examination of the police technical readiness, the Task Force determined that the Kenyan police were underprepared to effectively tackle crime and growing security threats. It's difficult for them to carry out their duties because they don't have access to the vehicles, computer skills, and surveillance equipment which are essential for law enforcement. Using "The Ransley Report" as a guide, the government has been working to modernize security and policing by implementing measures such as: (a) improving security infrastructure; (b) maximizing the use of modern technology in investigations; (c) policing and surveillance through an integrated approach; (d) installing and improving ICT; (e) computerizing traffic officers. The Ransley Report (2009) served as a major source of information for this study.

### **2.3. Theoretical Framework**

The study used Human Capital Management (HCM) theory propounded by Fusch and Gillespie, (2012) to address the current research questions. In this study, the theory was used to examine personal growth, teamwork and collaboration, as well as organization development as was stated by Hecklau et al., (2016). The theory states that to be competent, one must have the ability to do a given job or task effectively as observed by Coelho et al., (2017). Evidence suggests that companies need to shift away from an emphasis on jobs and toward a focus on persons and their abilities and that to boost

productivity in an organization, the learning process aims to encourage workers to adjust their behavior in order to meet immediate needs and build important skills for the future according to Bohm et al., (2017).

By focusing on both extrinsic and internal elements, Fusch and Gillespie, (2012) offered an outline of how to evaluate performance supports at the organizational level. Despite Gilbert's assertion that performance improvement should focus on results rather than activities, Fusch and Gillespie argued that a company's vision, goal, strategy, and overall successes should be the starting point for any evaluation into its performance. In addition, they categorized the model into information, instrumentation and motivation. According to them when it comes to carrying out their civic obligations, police officers employ a variety of instruments; including information, instrumentation, and motivation, all of which allude to the messages they receive from the public. Organizations can encourage positive employee behavior by providing them with chances for skill development, growth, and equal opportunity for progress that can drive them to enhance their work attitude, so that their output rises as a result according to Renee, (2018).

Using the theory as an example of crime management for police officers, police officers have been put through their paces to see how they handle themselves as front-line officers in a crisis according to him. He argued that, despite being on the front lines when dealing with victims, perpetrators, and witnesses of all kinds of crimes, police officers' ability to recognize, understand and support people with disabilities is sometimes restricted, leading to the potential form of understanding and prejudice.

The theory is used as a tool to evaluate the criminal investigative skills of police officers and also gauge the police department's level of skill. Expertise rather than formal evaluation of alternatives and expected consequences is commonly used by police officers to make decisions in the dynamic, fast-paced, and low-information circumstances that they meet with the public. It is an officer's skillful intuition based on their subjective experience that is referred to as expertise by Vila et al., (2018). There are three criteria used by the justice system to evaluate an officer's performance in encounters that have resulted in a complaint or raised questions about their conduct: whether or not applicable laws and policies were followed, and whether or not all the circumstances surrounding the encounter were taken into consideration as stated by Vila et al., (2018).

Standard responses and solutions often overlook the dynamic and probabilistic nature of police-public encounters. Instead, they frequently rely on the memories of eyewitnesses and, more lately, on films that capture an encounter from a narrow vantage point according to Vila et al., (2018). The conditions under which police officers carry out their civic obligations are a consideration while dealing with the theory. The term "police environment" refers to the conditions and surroundings in which a police officer works as defined by Wang et al., (2020).

Officers are exposed to the outside world in a variety of ways, but the work environment has been identified as the single most important source of exposure as stated by Wang et al., (2020). The study's core assumption was that police officers' values and beliefs, as well as their associated behaviors, are strongly influenced by their work environment at

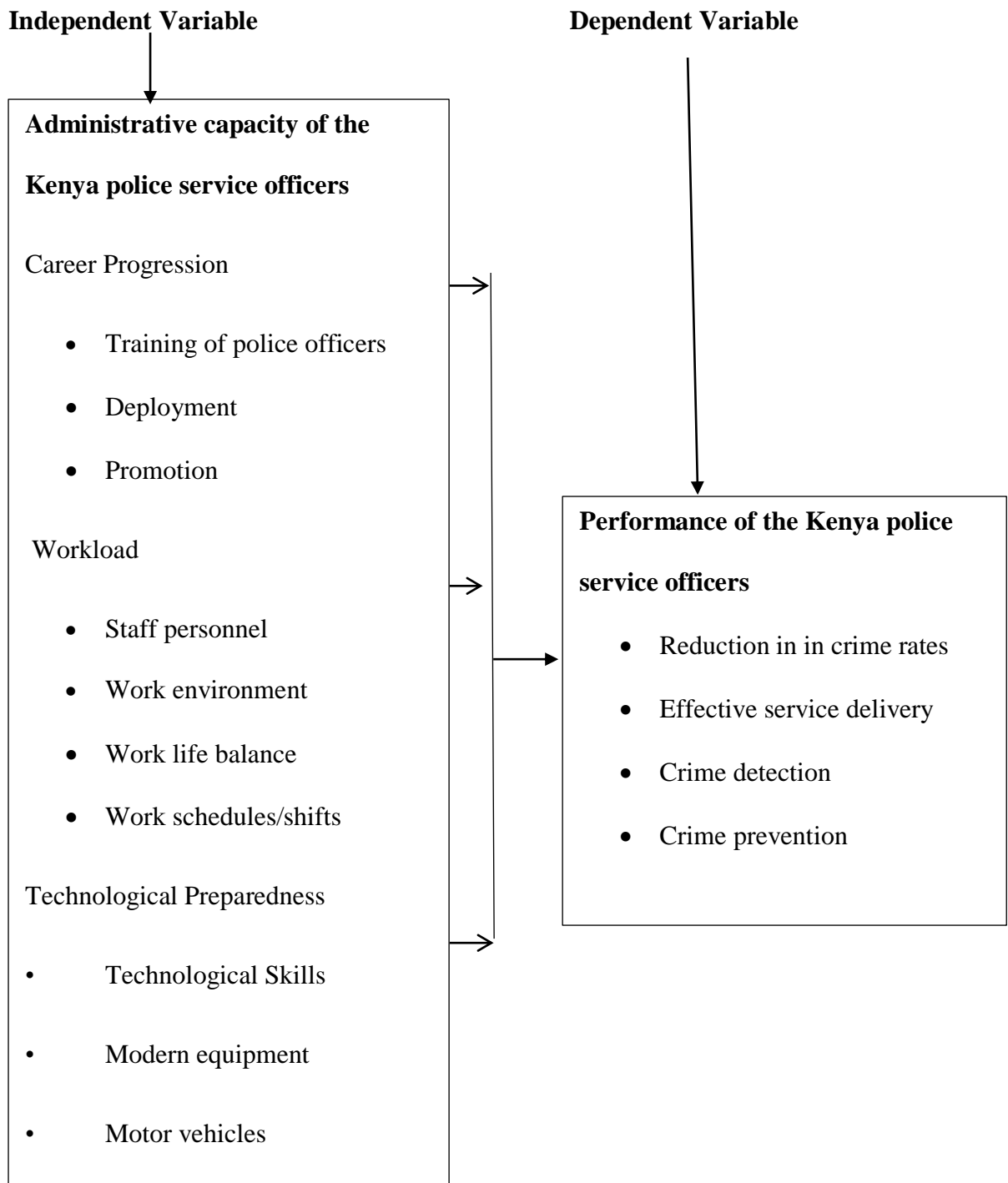
both the organizational and individual levels. There is a distinct "working personality" that distinguishes the police work environment from those of other professions.

Human Capital Management theory was deemed appropriate for use in this study by the researcher as it helped in assessing the status of the current administrative capacity of the of the officers in terms of the study predictors; career progression, workload and technological preparedness in relation to explaining their effects on performance of the officers. The Machakos County police officers' performance was negatively impacted by a lack of administrative capacity according to the findings of the study, thus this theory was appropriate to suggest ways on capacity building of the officers in order to enhance their performance.

#### **2.4. Conceptual Framework**

The conceptual framework illustrates the links among the framework's key variables. The performance (dependent variable) of the officers was directly influenced by administrative capacity as independent variable. Career progression, workload, and technological preparedness were studied as predictors of administrative capacity to see if they had an impact on the police officers' performance. Figure 2.1 illustrates this point.

**Figure 2.1: Conceptual Framework**



**Source: Researcher Data, (2022)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

Research methodologies are explained in this chapter. Methodology and variables and types of data will be described in separate sections of the report. Methods of data collecting and analysis are also covered in this chapter along with ethical issues and the management of collected data.

#### **3.2. Research Design**

To achieve the purpose of explanation in this research, a descriptive survey design was employed to gather, synthesize and present the data as stated by Orodho, (2002). There are many ways to conduct descriptive research, according to Mugenda and Mugenda, (1999). Because the researcher collected and reported the data as it was, the study met the requirements of descriptive survey research design.

#### **3.3. Study Area**

Machakos County Police Authority in Machakos County served as the study site. County policing authorities have been established in all 47 counties by Section 41 of the National Police Service Act, (2014). A result of this is that the Inspector General has delegated responsibility for maintaining order in the counties to County Police Commanders (CPC). Other officers of the levels listed in the Act will assist the County Police Commanders in maintaining law and order, as required by the Act and necessary for efficient implementation. There are 47 Counties Policing Authorities in Kenya. SCPCs

are in charge of nine sub-county police commands, in contrast, O.C.S oversee police stations around the county. For example, Machakos, Kathiani, Masii, Matungulu, Mulolongo, Kangundo, Mwala, KBC, Kamulu, Kakuyuni, Athi-River and Yatta are all police stations in the region under study.

### 3.4. Target Population

A total of 690 police officers attached to Machakos County, including 12 OCSs and 678 PCs, were reviewed based on the statistics from Machakos County Police Commander's Annual Report, (2018). In order to be eligible for consideration, respondents must have served in the police service for at least five years, either as an OCS or a PC. According to Table 3.1 below, these officers are more likely to have had previous experience, training, and knowledge of the subject at hand. The criterion was based on this reality.

**Table 3.1: Total Summary of the Target Population**

<b>Category of Respondents Police Officers</b>	<b>Target population</b>
Officers commanding police stations (OCS)	12
Police Constables (PC)	678
<b>Total</b>	690

**Source: Machakos County Police Commander's Annual Report, (2018)**

### **3.4.1. Sample Size and Sampling Methods.**

The study used stratified random sampling to choose a representative sample of the police officers. In light of the officers' rating, stratified random selection was an appropriate method because each stratum reflects a distinct group within the study's intended audience.

This approach ensured that every segment of the target population had an equal and independent chance of being represented in the sample as advanced by Kombo and Tromp, (2006). A researcher should pick just those participants who have particular criteria, according to Kathuri and Pals, (1993) and Kothari, (2004). These findings have been bolstered by the assertion that stratified random sampling should be supplemented by purposeful sampling in cases where the sample shows strong evidence of giving the researcher with the information he or she is seeking.

More specifically, the sample size was 207 police officers in Machakos County, the figure that was arrived at by calculating the sample precision of 30% of the target population of 690 officers comprising of 678 police constables and 12 OCS from the Counties 12 police stations. 30 percent of the respondents were selected using stratified sampling approach. According to Mugenda & Mugenda, (2003), for a population of less than 1,000 people, a sample precision of 10% to 30% is sufficient. Because the population falls in the bracket and dispersed across a wide area, we sampled 30% of 678 police constables and 30% of 12 stations commanders which gave a sample size of 203 police constables and 4 stations commanders respectively.

The sample size of the target population was calculated using the following formula;

$$n = \frac{N \times e}{p}$$

p

where;

n=the sample size

N=target or selected population

e=acceptable error or precision

p=standard deviation of the population

- a) Calculation of the sample size of the target population

$$\frac{690 \times 30\%}{100\%} = 207$$

100%

- b) Calculation of the sample size of the selected police constables

$$\frac{678 \times 30\%}{100\%} = 203$$

100%

- c) Calculation of the sample size of the selected OCS

$$\frac{12 \times 30\%}{100\%} = 4$$

100%

Table 3.2 below illustrates these calculations.

**Table 3.2: Sample Size Summary of the Target Population**

<b>Category of respondents</b>	<b>Police</b>	<b>Target</b>	<b>Percentage</b>	<b>Sample</b>
<b>Officers</b>		<b>population</b>	<b>%</b>	<b>Size</b>
Officers commanding police stations (OCS)		12	30%	4
Police Constables (PC)		678	30%	203
<b>Total</b>		<b>690</b>		<b>207</b>

**Source: Researcher data, (2022)**

### **3.5. Research Instruments**

Questionnaires and interviews were used to gather the study's primary and secondary data, with the questionnaires going out to police constables (PCs) and an interview schedule going out to officers in charge of police stations (OCS). There were questionnaires guides in use as data collecting devices from constables because constables' work is frequently in the field and entails a lot of movement in the area in which they are deployed. Interview schedules were used to talk with the OCS in order to acquire information from them. Closed-ended and open-ended questions were used in the study to guarantee that the questions were capable of obtaining the necessary information from participants according to Kombo and Tromp, (2006). Respondents were given them to fill out, and the researcher collected them after three days.

### **3.6. Validity and Reliability of Research Instruments**

To ensure the validity and reliability of the research tools, a pilot study was conducted in Kasarani Police Sub-County in Nairobi County which was not among the selected County in order to take cognizance of any uncertainty so as to enable the researchers to reframe the research instruments and improve on the validity and reliability of the data. The Sub-County was chosen for the pilot study because of its proximity with Machakos County the study area and shared similar security issues as a result of the regions rapid growth, increase in crime due to overpopulation, growing numbers of unemployed individuals living in the slums or migrating from other places in search of employment or alternative services, among other factors.

The target population of the pilot study was 150 police officers working in Kasarani Police Sub-County comprising of 146 police constables and 4 station commanders in-charge of the 4 police stations in the Sub-County. The selected sample size of 75 police officers was arrived at by calculating the acceptable error or precision using split half method (50%) of the targeted population advanced by Kothari, (2011). A sample size of 73 police constables was arrived at by calculating the acceptable error or precision of the split half method (50%) of the police constables and a sample size of 2 OCS was selected using the split half method (50%) of the targeted OCS to get an estimate of the standard deviation of a pilot study sample. As a result, test takers' input was used to clarify questions that were first deemed unclear or unnecessary. The supervisor then assessed the amended instruments to ensure that they were consistent with the research questions being answered as stated by Kothari, (2011).

The sample size of the target population was calculated using the following formula;

$$n = \frac{N \times e}{p}$$

p

where;

n=the sample size

N=target or selected population

e=acceptable error or precision

p=standard deviation of the population

- a) Calculation of the sample size of the target population

$$\frac{150 \times 50\%}{100\%} = 75$$

100%

- b) Calculation of the sample size of the selected police constables

$$\frac{146 \times 50\%}{100\%} = 73$$

100%

- c) Calculation of the sample size of the selected OCS

$$\frac{4 \times 50\%}{100\%} = 2$$

100%

During the piloting phase, the questionnaires and interview schedules were administered to a representative sample of the study's respective population to ensure their validity and reliability. After analyzing the questions and responses, some questions that were deemed to be irrelevant, uncertain and ambiguous were amended to get meaningful responses and thereafter taken to the supervisor to determine and make any required revisions which he did and I reframed the research instruments to be in line with answering the research questions before the study's launch as explained by Maguire, (2007).

### **3.7. Data Analysis Techniques**

For this study, quantitative and qualitative methodologies were used to analyze the data. Descriptive statistics, such as frequency distributions and percentages, were necessary for analyzing numerical data as stated by Mugenda and Mugenda, (1999). Content analysis was utilized to uncover patterns, themes and biases in the qualitative data. As a result, the findings were presented using tables and discussed in an ordered fashion so that the findings can be easily understood by the users and the many variables in the study can be linked together.

The study applied simple regression technique to check the relationships between the two variables under study, that is, administrative capacity (independent variable) and performance (dependent variable). The coefficient table was applied to check the significant effect of the studies independent variable on the dependent variable. According to Kothari, R.C, (2011) independent variable X affects dependent variable Y.

The relationship between X and Y was calculated as follows:  $Y = a + bX$

Where Y denote dependent variable (performance)

X denote independent variable (administrative capacity)

a is regression coefficients of administrative capacity's predictors in X; career progression, workload and technological preparedness.

b is regression coefficients' effects on performance in Y; reduction in crime rates, effective service delivery, crime detection and crime prevention. The essence of the simple regression model was that a change in each administrative capacity's predictors in X has a significant effect on the coefficients' effects on performance in Y either positively or negatively. In the end, Statistical Package for Social Sciences was utilized to generate important statistics for further studies.

### **3.8. Ethical Considerations and Data management**

All data were kept private in accordance with academic research ethics to protect the study's secret and anonymity. As a security measure, survey respondents were encouraged to leave their names off of the forms. It is important to note that participation in the survey was fully voluntary, and respondents who were unwilling to participate in the study were free to do so. Following approval from Kenyatta University, the National Commission for Science, Technology, and Innovation (NACOSTI) issued research clearance before the study was undertaken. The use of a computer and a password to save data electronically helped to keep it safe from unauthorized access.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1. Introduction

This chapter presents the analysis and findings with regard to the objectives of the study. The chapter gives results concerning the response rate as well as the demographic characteristics associated with the respondents. The techniques proposed in chapter three were used to do the data analysis, presentation and interpretation.

#### 4.2 Response Rate of the Respondents

##### 4.2.1 Police Officers' Response Rate.

The study sought to establish response rate of the respondents.

**Table 4.1: Police Officers' Response Rate.**

Category of respondents	Sample respondents	Response Rate	Percentage
Police constables	203	146	70.5%
OCS	4	4	1.9%
Grand total	207	150	72.4%

**Source: Researcher, (2022)**

The initial target population of the study was 690 police officers and a selected sample of 207 respondents made up of 203 police constables (PC) and 4 officers commanding police stations (OCS) in Machakos County where chosen for the study. Data that was analyzed was obtained by use of questionnaires and interviews schedules from 150 respondents who were able to respond out of the selected sample of 207 respondents. The response rate was 72.4% which was acceptable as per table 4.1 above since it conforms to Mugenda and Mugenda, (2003) recommendation that a response rate of 70 percent and above is good as it is more than two third of all the respondents which is statistically acceptable.

### 4.3 Demographic Information of the Respondents.

The study sought demographic data of the respondents including their gender, level of education and length of Service, which was deemed necessary because the ability of the respondents to give satisfactory information on the study variables depended on them.

#### 4.3.1: Gender of the Respondents

The study sought to establish gender representation of the respondents.

**Table 4.2: Gender of the Police Officers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	77.3	77.3	77.3
	Female	34	22.7	22.7	100.0
	Total	150	100.0	100.0	

**Source: Researcher Data, (2022)**

The data was analyzed using SPSS version 27. The above table shows that, out of the 150 respondents who participated in the survey, 116 were male with 77.3% and 34 were female with 22.7%. This was a significant number capable of delivering service with gender sensitivity issue. This is an indication that both genders were fairly represented in the study despite the fact that the Service is still struggling with the issue of gender imbalances linked to low ratio of female officers as compared to male officers.

#### 4.3.2 Education Level of the respondents

The study sought to establish education level of the respondents.

**Table 4.3: Education Level of the Police Officers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	14	9.3	9.3	9.3
	Diploma	34	22.7	22.7	32.0
	KCSE (O-Level)	102	68.0	68.0	100.0
	Total	150	100.0	100.0	

**Source: Researcher Data, (2022)**

The initial target population of the study was 690 police officers where a selected sample of 207 respondents made up of 203 police constables (PC) and 4 officers commanding

police stations (OCS) in Machakos County where chosen for the study. The respondents were 150 and the above results from the analyzed data shows that, education level of 102 respondents was KCSE representing 68.0%, which is the minimum academic requirement set to join the Service. Those with education level of Diploma were 34 with 22.7%, followed by 14 respondents with Bachelor degree representing 9.3%. All were found to have had necessary knowledge and skills to examine the variables under study.

#### 4.3.3: Length of Service of the respondents.

The study sought to establish work experience of the respondents.

**Table 4.4: Length of Service of the Police Officers.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 Years	48	32.0	32.0	32.0
	11-15 Years	54	36.0	36.0	68.0
	16-21 Years	37	24.7	24.7	92.7
	22Years and Above	11	7.3	7.3	100.0
	Total	150	100.0	100.0	

**Source: Researcher Data, (2022)**

The findings of the study are as shown on table 4.4 above shows that, 36.0% of the respondents had worked with the Service for 11-15 years. They were followed by those who have worked with the service for 5- 10 years with 32.0%. 24.7% of the respondents have served the service for between 16-21 years with the least representing 7.3% of

respondents which is an indication that all had experience in police work and were in position to articulate issues relating to the variables under study.

#### 4.4 Career Progression and Performance of Police Officers

The first objective of the study was to ascertain the effects of career progression on performance of the police officers and table 4.5 shows respondent's ratings on the questions asked.

**Table 4.5: Effects of career progression on performance of police officers**

Career Progression	SA		A		N		DA		SDA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Lack of fairness in promotion at my work	109	72.6	39	26.0	0	.0	1	.7	1	.7
Lack of fairness in deployment at my work	96	64.0	52	34.6	0	.0	1	.7	1	.7
Inadequate training skills for delivering my work	79	52.6	69	46.0	0	.0	1	.7	1	.7
Frequent transfers at my work	9	6.0	14	9.3	2	1.3	105	70.0	20	13.3
Inadequate experience for my work	13	8.7	11	7.3	7	4.7	95	63.3	24	16.0

SA = Strongly Agree, A = Agree, N= Not Sure, SD = Strongly Disagree, D = Disagree.

**Source: Researcher Data, (2022)**

The initial target population of the study was 690 police officers and a selected sample of 207 respondents made up of 203 police constables (PC) and 4 officers commanding police stations (OCS) in Machakos County were chosen for the study. The respondents were 150 and the questions that aimed to find out how various aspects of career progression affects performance of the officers were analyzed. The results as shown on the above table indicate that 72.6% of the respondents strongly agreed that lack of fairness in promotion affected performance of the police officers. They were followed by 26.0% of the respondents who agreed with the least being .7% of the respondents who strongly disagreed and .7% disagreed respectively. The study revealed that career progression has a positive correlation with performance of the police officers which is an indication that it should be considered when evaluating their performance.

The study also indicates that 64.0% strongly agreed that lack of fairness in deployment at work affected the performance of the police officers. They were followed with 52 respondents, with 34.6%. The least respondents were .7% who strongly disagreed and .7% disagreed respectively. This is an indication that lack of fairness in deployment impacted negatively on the performance of the officers and it is an important issue to be considered when evaluating their performance.

On the above table, the results show that 52.6% of the respondents strongly agreed that inadequate training skills affected the performance of police officers. They were followed by 46.0% of the respondents who agreed on the same. Others were .7% who strongly disagreed and .7% disagreed. From the above results it is evident that the

officers do not get adequate training that is useful to enhance their performance. This indicates that adequate training should be looked at during evaluation of performance of the officers.

The results on the issue of whether frequent transfers at work affected performance of the officers were analyzed and the results indicate that, 70.0% of the respondents disagreed. As well, 13.3% strongly disagreed and on the same. 9.3% of the respondents agreed on the same and were followed with 6.0%. The results as indicated reveals that frequent transfers at work have no significant effect on their performance. This means that it cannot be considered as a tool to evaluate performance of the officers although it should be improved to make it reasonable.

The study also shows that inadequate job experience had no effect on performance of the officers with 63.3% of the respondents disagreeing that it affects performance of the police officers. They were followed with 16.0% who strongly disagreed on the same. The results on the same issue indicate that 8.7% of the respondents strongly agreed and 7.3% agreed respectively. From the findings majority of the respondents agreed that the current career progression aspects affected the performance of the officers in Machakos County and should be considered when evaluating performance of the officers.

In separate interviews with officers commanding the police stations (OCS), it was established that there was a problem with the aspects of career progression of the police

officers in terms of the current practice for selection process for in-service training, promotion and deployment of the officers and that it had affected their performance. It was also noted from the interview that the police officers were not adequately equipped with training skills for detecting and preventing most of the emerging technology related crimes, hence this had affected their performance as they could not properly investigate the crimes or adopt the new technology in crime management.

This study results are similar to those of the previous studies conducted in the United States by Saud, Tulus, Asri, Riani, Sri and Mugi in (2017), who found that Organizational ability to provide perceived organizational support has a significant impact on career growth of its employees. The study findings also correspond with the findings of another previous study conducted in Indonesia by Mbuthia, (2016) who examined how advancement in one's career affects productivity at work and found that there is a strong link between advancement in one's profession, intrinsic motivation, and job performance and that those consistent variables affect employee performance.

#### **4.5 Workload and Performance of Police Officers**

The second objective of the study was to ascertain the effects of workload on performance of the police officers and table 4.6 shows respondent's ratings on the questions asked.

**Table 4.6: Effects of workload on performance of police officers**

Workload	SA		A		N		DA		SDA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Heavy workload due to staff shortage at my work place	100	66.7	48	32.0	0	0	2	1.3	0	0.0
Unpredictable shift rosters that make me to work during my off-duty days or leave	34	22.7	27	18.0	0	0.0	71	47.3	18	12.0
Traumatic and violent events that exposes me to physical danger at my work	85	56.6	63	42.0	1	.7	1	.7	0	.0
Inability to balance police work and family responsibilities	75	50.0	50	33.3	4	2.7	15	10.0	6	4.0
Too much or demanding job assignments	54	36.0	62	41.3	2	1.3	25	16.7	7	4.7

SA = Strongly Agree, A = Agree, N= Not Sure, SD = Strongly Disagree, D = Disagree.

**Source: Researcher Data, (2022)**

The initial target population of the study was 690 police officers and a selected sample of 207 respondents made up of 203 police constables (PC) and 4 officers commanding police stations (OCS) in Machakos County were chosen for the study. The respondents were 150 and the questions that aimed to find out how various aspects of workload affects performance of the police officers were analyzed. The results of the study on the first question as to whether heavy workload in the Service affected performance of the police officers indicate that 66.7% of the respondents strongly agreed that heavy workload in the Service affected performance of the police officers. They were followed with 32.0% who agreed on the same. The other result on the same issue indicates that 1.3% disagreed. From the findings of the study it was revealed that there was a significant effect of heavy workload on performance of the officers. This means that heavy workload has a significant effect on performance of the officers and should be considered when evaluating their performance.

The second question as to whether unpredictable duty or shift rosters at work affected performance of the police officers was examined and the results has shown that 47.3% of the respondents disagreed, 22.7% strongly agreed, 18.0% agreed and 12.0% strongly disagreed. The findings of the study indicate that unpredictable duty or shift rosters at work has no a significant effect on performance of the officers. Hence, it should not be given too much attention when evaluating their performance although it should be improved to make it reasonable.

It was further revealed from the study that 50.0% of the respondents strongly agreed that inability to balance police work and family responsibilities affected performance of the police officers. They were followed with 33.3% who agreed on the same. The results on the same issue indicate that 10.0% disagreed, 4.0% strongly disagreed and 2.7% were not sure. The results as shown indicates that inability to balance police work and family responsibilities had a significant effect on performance of the officers and should be looked at when evaluating their performance.

On the question as to whether traumatic and violent events that exposed the officers to physical danger at work affected their performance the results indicate that 56.6% of the respondents strongly agreed, 42.0% agreed, .7% were not sure and .7% disagreed. The results as shown indicates that inability to traumatic and violent events at work had a significant effect on performance of the officers and should be looked at when evaluating their performance.

The results on the final question as to whether too much or demanding job assignments affected performance of the police officers was examined and the results as shown on table 8 above indicate that 41.3% of the respondents agreed, 36.0% strongly agreed, 16.7% disagreed, 4.7% strongly disagreed and 1.3% were not sure that too much or demanding job assignments affected performance of the police officers. The findings of the study indicate that too much or demanding job assignments does not have a significant effect on performance of the officers according to this study and it should not be given too much attention when evaluating performance of the officers although it

should be improved to make it reasonable. The general findings of the study indicate that majority of the respondents believed that heavy workload affected performance of the officers in Machakos County and should be considered when evaluating their performance.

In separate interviews with officers commanding the police stations (OCS), it was noted that most of the police stations in the County were under-staffed and the police officers deployed at the stations were overworked due to insufficient personnel. This corresponds with the previous study of Bother and Pienaar, (2006) who conducted a study in South Africa and found that police officers performed tasks that did not make up the normal job description due to insufficient personnel.

They also acknowledged that work environment and inability to balance work and family responsibilities affected performance of the officers. This correspond with the previous studies of Omeja and Githigaro, (2010), who conducted their study in Kenya and found that two of Kenya's most dangerous cities, are home to Kenyan police officers. Drug and alcohol abusers, violent criminals, and political hooliganism are all too common during party elections and that violence against police personnel is common in Kenya.

Another similar study conducted by Rajinikanth, (2018) found that Work-life balance is a critical problem that impacts the health and well-being of both the individuals and the organization they work for and that the majority of police officers interviewed said that it was difficult for them to strike a balance between their work and home lives.

#### 4.6 Technological Preparedness and Performance of Police Officers

The third objective of the study was to ascertain the effects of technological preparedness on performance of the police officers and table 4.7 shows respondent's ratings on the questions asked.

**Table 4.7: Effects of technological preparedness on performance of the officers**

Technological preparedness	SA		A		N		DA		SDA	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Inadequate skills in ICT for my work	14	9.3	4	2.7	0	.0	97	64.7	35	25.3
Inadequate surveillance equipment for my work	12	8.0	5	3.3	0	.0	94	62.7	39	26.0
Inadequate sophisticated forensic equipment for my work	7	4.7	7	4.7	0	.0	95	63.3	41	27.3
Outdated or ineffective communication equipment for my work	86	57.3	60	40.0	2	1.3	1	.7	1	.7
Inadequate training on new technology or equipment for my work	64	42.7	73	46.7	8	5.3	5	3.3	0	.0
Inadequate motor vehicles and modern equipment for my work	60	40.0	82	54.7	2	1.3	6	4.0	0	.0

SA = Strongly Agree, A = Agree, N= Not Sure, SD = Strongly Disagree, D = Disagree.

**Source: Researcher Data, (2022)**

The initial target population of the study was 690 police officers and a selected sample of 207 respondents made up of 203 police constables (PC) and 4 officers commanding police stations (OCS) in Machakos County were chosen for the study. The respondents were 150 and the questions that aimed to find out how technological preparedness affects performance of the police officers were analyzed. The results as shown on table 9 above indicate that 57.3% of the respondents strongly agreed that outdated or ineffective communication equipment at work affected performance of the police officers. They were followed with 40.0% who agreed on the same. The other results on the same indicate that .7% strongly disagreed, .7% disagreed and 1.3% were not sure. According to the findings it was evident that outdated or ineffective communication equipment at work had a significant effect on performance of the officers and should be carefully considered during evaluation of their performance.

The study also indicates that 54.7% of the respondents agreed that inadequate motor vehicles and modern equipment at work affected performance of the police officers. They were followed with 40.0% who strongly agreed. The other results on the same revealed that 4.0% disagreed and 1.3% was not sure. From these results it was shown that inadequate motor vehicles and modern equipment at work affected performance of the officers and it should be given much attention when evaluating performance of the officers.

The respondents were also asked whether inadequate training on new technology or equipment at work affected performance of the police officers and the results indicates

that 46.7% of the respondents agreed, 42.7% strongly agreed, 5.3% were not sure and 3.3% disagreed. Based on the findings of the study it was evident that inadequate training on new technology or equipment at work affected performance of the officers and it should be given consideration when evaluating performance of the officers.

Another question as to whether inadequate skills in ICT at work affected performance of the police officers were examined and the results has shown that 64.7% of the respondents disagreed, 25.3% strongly disagreed, 9.3% strongly agreed and 2.7% agreed. From the findings of the study indicate that majority of police constables disagreed that inadequate skills in ICT at work affect performance of the officers. This raises a concern that most of the respondents are ignorant of the benefits of ICT skills in crime management as it has helped in detecting crime. This means that sensitization of the officers on the use of ICT skills in crime management should be prioritized when evaluating their performance.

On the question as whether inadequate sophisticated forensic equipment at work affected performance of the police officers was analyzed and the results reveals that 63.3% of the respondents disagreed, 27.3% disagreed, 4.7% strongly agreed and 4.7% agreed respectively. The results reveals that most of the officers disagreed on this question due to ignorance of the benefits of the equipment in policing and the issue need to be considered during evaluation of their performance.

The final question as to whether insufficient surveillance equipment at work affected performance of the police officers was also examined and it was established that 62.7% of the respondents disagreed, 26.0% strongly disagreed, 8.0% strongly agreed and 3.3% agreed. From the study findings most of the respondents believed that technological preparedness of the police officers in Machakos County affected their performance, hence, the need for special attention during evaluation of their performance.

In separate interviews with officers commanding the police stations (OCS), it was noted that majority of the police stations in the County lack modern facilities for example; computers, CCTV cameras, sophisticated forensic equipment amongst others due to insufficient budgetary allocation at the station that make it impossible to acquire the equipment since they are expensive to buy thus affecting performance of the police officers in adopting to new technology in crime management. This shows that the administrative capacity in terms of technological preparedness has not been enhanced at the police stations which explain why there are no notable improvements to enhance performance of the police officers. A police officer who is well equipped with modern equipment and technological skills will perform better than the one who has not.

This corresponds with previous study conducted in Kenya by Nyongesa, (2013) who found that there is still a lack of technology in Kenyan police operations, despite the fact that most police operations globally are now driven by technology. The study findings are also similar to those of Odipo, (2015) who observed that at this error the Kenyan

police officers still use outdated equipment as compared to the criminals who use modern and sophisticated equipment.

#### **4.7: Regression Analysis.**

The objective of regression analysis was determining the statistical relationship between two variables under study, that is administrative capacity (independent) and performance (dependent) variables. The coefficient tables were applied to check the significant effect of the studies independent variable on the dependent variable.

##### **4.7.1: Effects of Career Progression on Performance Police Officers.**

The researcher applied simple regression technique to check the relationships between career progression and performance of the officers. The study used the career progression aspects; lack of fairness in promotion, lack of fairness in deployment, inadequate training skills, frequent transfers and inadequate job opportunities as predictors or measures to check the statistical relationship. Table 4.8 shows the findings.

**Table 4.8: Correlation between career progression and performance.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>Lack of fairness in promotion</b>	.042 <sup>a</sup>	.002	-.005	.392
<b>Lack of fairness in deployment</b>	.029	.001	-.006	.392
<b>Inadequate training skills</b>	.006	.000	-.007	.392
<b>Frequent transfers</b>	.050	.002	-.004	.392
<b>Inadequate job experience</b>	.003	.000	-.007	.392

a) Dependent variable (performance) of the police officers

b) Predictors (the career progression aspects)

**Source: Researcher Data, (2022)**

The relationship between X and Y was calculated as follows:  $Y = a + bX$

Where Y denote dependent variable (performance)

X denote independent variable (administrative capacity)

a is regression coefficients of administrative capacity's predictors in X; career progression, workload and technological preparedness.

b is regression coefficients' effects on performance in Y; reduction in crime rates, effective service delivery, crime detection and crime prevention. The essence of the simple regression model was that a change in each administrative capacity's predictors in X has a significant effect on the coefficients' effects on performance in Y either positively or negatively. In the end, Statistical Package for Social Sciences was utilized to generate important statistics for further studies.

The results from the regression analysis on table 4.8 above on the statistical relationship between lack of fairness in promotion and performance of the officers indicate that the R value was 0.042 revealing that there is a strong relationship between lack of fairness in promotion at work and performance of the officers. This means that, lack of fairness in promotion affects performance of the officers.

The regression results on the statistical relationship between lack of fairness in deployment and performance of the officers indicate that the R value was 0.029 which shows that there is a positive relationship between lack of fairness in deployment and performance of the officers. This means that, lack of fairness in deployment affects performance of the officers.

The statistical relationship between inadequate training skills and performance of the officers was analyzed and the results indicate that the R value was 0.006 which indicates that there is a weak positive relationship between inadequate training skills and performance of the officers. This means that, inadequate training skills affects performance of the officers.

The regression results on the relationship between frequent transfers and performance of the officers show that the R value was 0.050 indicating that there is moderate relationship between frequent transfers and performance of the officers. This means that

there is no sufficient evidence from the study’s findings to show that frequent transfers of the officers affect their performance.

The final regression analysis on the issue of statistical relationship between inadequate job experience and performance of the officers was analyzed and results indicate that the R value was 0.003 showing that there is a very weak relationship between inadequate job experience and performance of the officers. This means that there is no sufficient evidence from the study’s findings to show that inadequate job experience of the officers affects their performance. From the above findings the study found that there is a positive correlation between career progression and performance of the officers and that career progression of the officers had a significant effect on their performance.

**Table 4.9: Regression Analysis Model of Career Progression and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.150	.079		14.507
	Lack of fairness in promotion at my work	.028	.055	.042	.511
2	(Constant)	1.213	.081		14.960
	Lack of fairness in deployment at my work	-.019	.053	-.029	-.352
3	(Constant)	1.181	.093		12.754
	Inadequate training skills for delivering my work	.004	.058	.006	.071
4	(Constant)	1.114	.124		8.961
	Frequent transfers at my work	.019	.032	.050	.606
5	(Constant)	1.182	.113		10.437
	Inadequate job experience for my work	.001	.029	.003	.041

a) Dependent variable: Performance

b) Independent variable: Administrative capacity.

The relationship between X and Y was calculated as follows:  $Y = a + bX$

Where Y denote dependent variable (performance)

X denote independent variable (administrative capacity)

The study findings as shown on table 4.9 above illustrates how Beta coefficients were applied in determining the statistical effect of independent variable on dependent variable. Therefore, the model equation for lack of fairness in promotion at work is  $Y = 0.28 + 1.15X$

The model equation for lack of fairness in deployment of officers is  $Y = -0.019 + 1.213X$

The model equation for inadequate training skills for delivering at work is  $Y = 0.004 + 1.181X$

This indicates that an increase in the units of career progression predictors' visa vie when all other factors are constant increases performance of the officers by commensurate unit. From the findings of the study it indicates that career progression had a significant effect on performance of the officers and should be considered when evaluating their performance.

#### **4.7.2: Effects of Workload on Performance Police Officers.**

The researcher applied simple regression technique or model to check the relationships between workload and performance of the officers. The study used the workload aspects; heavy workload due to staff shortage, unpredictable duty shifts roasters, traumatic and violent events, inability to balance work and family responsibility and too much or

demanding assignments as predictors or measures to check the statistical relationship.

Table 4.10 below shows the findings.

**Table 4.10: Correlation between Workload and Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>Heavy workload due to staff shortage</b>	.243 <sup>a</sup>	.059	.053	.380
<b>Unpredicted shift roasters</b>	.117 <sup>a</sup>	.014	.007	.390
<b>Traumatic and violent events</b>	.103 <sup>a</sup>	.011	.004	.390
<b>Inability to balance police work and family responsibility</b>	.065 <sup>a</sup>	.004	.002	.390
<b>Too much or demanding job assignments</b>	.006 <sup>a</sup>	.000	.007	.0392

a) Dependent variable (performance) of the police officers

b) Predictors (the workload aspects)

**Source: Researcher Data, (2022)**

The relationship between X and Y was calculated as follows:  $Y = a + bX$

Where Y denote dependent variable (performance)

X denote independent variable (administrative capacity)

a is regression coefficients of administrative capacity's predictors in X; career progression, workload and technological preparedness.

b is regression coefficients' effects on performance in Y; reduction in crime rates, effective service delivery, crime detection and crime prevention. The essence of the

simple regression model was that a change in each administrative capacity's predictors in X has a significant effect on the coefficients' effects on performance in Y either positively or negatively. In the end, Statistical Package for Social Sciences was utilized to generate important statistics for further studies.

The results from the regression analysis on table 4.10 above on the statistical relationship between heavy workload and performance of the officers indicate that the R value was 0.243 revealing that there is a strong relationship between heavy work and performance of the officers. This means that heavy workload has a significant effect on performance of the officers and should be considered when evaluating their performance.

The regression results on the statistical relationship between unpredicted shift roasters and performance of the officers indicate that the R value was 0.017 which shows that there is a weak relationship between unpredicted shift roasters and performance of the officers. This means that, unpredicted duty roaster has no significant effect on performance of the officers according to the findings of this study.

The statistical relationship between traumatic and violent events and performance of the officers was analyzed and the results indicate that the R value was 0.103 which indicates that there is a positive relationship between traumatic and violent events and performance of the officers. This means that, traumatic and violent events have a significant effect on performance of the officers and should be considered when evaluating their performance.

The regression results on the relationship between inability to balance police work and family responsibility and performance of the officers show that the R value was 0.065 indicating that there is a positive relationship between inability to balance police work and family responsibility and performance of the officers. This means that, inability to balance police work and family responsibility have a significant effect on performance of the officers and should be considered when evaluating their performance.

The final regression analysis on the issue of statistical relationship between too much or demanding job assignments and performance of the officers was analyzed and results indicate that the R value was 0.006 showing that there is a positive relationship between too much or demanding job assignments and performance of the officers. This means that, too much or demanding job assignments have a significant effect on performance of the officers and should be considered when evaluating their performance.

**Table 4.11: Regression Analysis Model of Workload and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.955	.082		11.657
	Heavy workload due to staff shortage at work place	.170	.056	.243	3.051
2	(Constant)	1.088	.076		14.373
	Unpredicted shift roasters that makes me to work during my off duty days or leave	.032	.022	.117	1.434
3	(Constant)	1.080	.090		11.979
	Traumatic and violent events that exposes me to physical danger at my work	.073	.058	.103	1.261
4	(Constant)	1.145	.061		18.623
	Inability to balance police work and family responsibility	.023	.028	.065	.797
5	(Constant)	1.182	.113		10.437
	Inadequate job experience for my work	.001	.029	.003	.041

a. Dependent Variable: Performance

b. Independent Variable: Administrative Capacity.

The study findings as shown on table 4.11 illustrate how Beta coefficients were applied in determining the statistical effect of independent variable on dependent variable.

Therefore, the model equation for heavy workload due to staff shortage at work is  $Y = 0.170 + 0.955X$

The model equation for heavy workload due to staff shortage at work is  $Y = 0.170 + 0.955X$

The model equation for unpredictable shifts roaster at work is  $Y = 0.032 + 1.088X$

The model equation for traumatic and violent events at work is  $Y = 0.73 + 1.080X$

The model equation for inability to balance police work and family responsibility is  $Y = 0.23 + 1.145X$  and that for too much or demanding job assignments is  $Y = 0.002 + 1.182X$ .

This indicates that an increase in the units of Workload predictors' visa vie when all other factors are constant increases performance of the officers by commensurate unit. From the findings of the study it indicates that workload had a significant effect on performance of the officers and should be considered when evaluating their performance.

#### **4.7.3: Effects of Technological Preparedness on Performance of Police Officers.**

The researcher applied simple regression technique or model to check the relationships between technological preparedness and performance of the officers. The study used the technological preparedness aspects; inadequate skills in ICT, inadequate surveillance equipment, inadequate sophisticated equipment, outdated or ineffective communication equipment, inadequate training on new technology and inadequate motor vehicles and modern equipment as predictors or measures to check the statistical relationship.

**Table 4.12: Correlation between technological preparedness and performance:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>Inadequate skills in ICT1</b>	.123 <sup>a</sup>	.015	-.009	.389
<b>Inadequate surveillance equipment</b>	.119	.014	-.007	.309
<b>Inadequate sophisticated forensic equipment</b>	.107	.012	-.005	.390
<b>Outdated or ineffective communication equipment</b>	.007	.000	-.007	.392
<b>Inadequate training on new technology</b>	.085	.007	-.001	.391
<b>Inadequate motor vehicles and modern equipment</b>	.014	.000	-.007	.392

a) Dependent variable (performance) of the police officers

b) Predictors (the technological preparedness aspects)

**Source: Researcher Data, (2022)**

The relationship between X and Y was calculated as follows:  $Y = a + bX$

Where Y denote dependent variable (performance)

X denote independent variable (administrative capacity)

a is regression coefficients of administrative capacity's predictors in X; career progression, workload and technological preparedness.

b is regression coefficients' effects on performance in Y; reduction in crime rates, effective service delivery, crime detection and crime prevention. The essence of the

simple regression model was that a change in each administrative capacity's predictors in X has a significant effect on the coefficients' effects on performance in Y either positively or negatively. In the end, Statistical Package for Social Sciences was utilized to generate important statistics for further studies.

The results from the regression analysis on table 4.12 above on the statistical relationship between inadequate skills in ICT and performance of the officers indicate that the R value was 0.123 revealing that there is a weak relationship between inadequate skills in ICT and performance of the officers. This means that inadequate skills in ICT have no significant effect on performance of the officers according to the findings of this study.

The regression results on the statistical relationship between inadequate surveillance equipment and performance of the officers indicate that the R value was 0.119 which shows that there is a weak relationship between inadequate surveillance equipment and performance of the officers. This means that, inadequate surveillance equipment has no significant effect on performance of the officers according to the findings of this study.

The statistical relationship outdated or ineffective communication equipment and performance of the officers was analyzed and the results indicate that the R value was 0.007 which indicates that there is a positive relationship between traumatic and violent events and performance of the officers. This means that, outdated or ineffective communication equipment have a significant effect on performance of the officers and should be considered when evaluating their performance.

The regression results on the relationship between inadequate training on new technology and performance of the officers show that the R value was 0.085 indicating that there is a positive relationship between inadequate training on new technology and performance of the officers. This means that, inadequate training on new technology have a significant effect on performance of the officers and should be considered when evaluating their performance.

The final regression analysis on the issue of statistical relationship between inadequate motor vehicles and modern equipment and performance of the officers was analyzed and results indicate that the R value was 0.014 showing that there is a positive relationship between inadequate motor vehicles and modern equipment and performance of the officers. This means that, inadequate motor vehicles and modern equipment have a significant effect on performance of the officers and should be considered when evaluating their performance. From the above findings the study found that there is a positive correlation between technological preparedness and performance of the officers and that it had a significant effect on their performance and should be considered in evaluation of their performance.

**Table 4.13: Regression Analysis Model of Technological Preparedness and Performance**

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.013	.119		8.521
	Inadequate skills in ICT for my work	.044	.029	.123	1.513
2	(Constant)	1.013	.123		8.209
	Inadequate surveillance equipment for my work	.044	.030	.119	1.453
3	(Constant)	1.006	.141		7.142
	Inadequate sophisticated forensic equipment for my work	.045	.034	.107	1.313
4	(Constant)	1.145	.061		18.623
	Inability to balance police work and family responsibility	.023	.028	.065	.797
5	(Constant)	1.182	.113		10.437
	Inadequate job experience for my work	.001	.029	.003	.041

- a. Dependent Variable: Performance
- b. Independent Variable: Administrative Capacity.

The study findings as shown on table 4.13 above illustrates how Beta coefficients were applied in determining the statistical effect of independent variable on dependent variable. Therefore, the model equation for Inadequate skills in ICT at work is  $Y = .044 + 1.013X$

The model equation for inadequate surveillance equipment at work is  $Y = .044 + 1.013X$

The model equipment for inadequate sophisticated forensic equipment at work is  $Y = 0.45 + 1.006X$

The model equation for outdated or ineffective communication equipment at work is  $Y = 0.004 + 1.193X$

The model equation for inadequate training skills on new technology and equipment at work is  $Y = 0.046 + 1.109X$  and the model equation for Inadequate surveillance equipment for my work should be  $Y = .044 + 1.013X$  and that for inadequate motor vehicles and modern equipment at work is  $0.008 + 1.173X$

This indicates that an increase in the units of technological preparedness predictors' visa vie when all other factors are constant increases performance of the officers by commensurate unity. From the findings of the study it indicates that technological preparedness had a significant effect on performance of the officers and should be considered when evaluating their performance.

## **4.8 Content Analysis**

### **4.8.1 Number of officers who have undergone in-service training**

The results from an open ended question that sought to know the number of officers who had undergone in-service training after the recruit's course was analyzed and the findings was that

Majority of the respondents indicated that they had never attended any in-service training after their recruit's course. This is an indication that lack of having a continuous training after the recruit's course as recommended by the Ransley report leads to knowledge redundancy which consequently affects performance of the officers and this should be considered when evaluating performance of the officers.

### **4.8.2 Reasons as to why the officers have never undertaken the in-service training**

This was an open ended question that required the officers to indicate the possible reasons as to why they had never undertaken the in-service training after their recruit's course. From the findings of the study, majority of the respondents cited various reasons including; poor selection process, corruption, having fewer training opportunities or slots, lack of enough training facilities amongst others.

This indicates that the training management practices in the service does not enhance performance of the officers due to lack of motivation and inability to build capacity of the officers and should be considered when evaluating their performance.

#### **4.8.3 Importance of Effective Performance**

The question was an open ended question that required the respondents to give reasons as to why they think effective performance is important. From the analyzed data, majority of the respondents have indicated various reasons for importance effective performance by the officers including; it leads to reduction in crime rates, detection of crime, prevention of crime, better service delivery, improved public confidence and trust amongst others. This indicates that most of the respondents understood the importance of having effective performance and this means that if the officers are empowered by enhancing their administrative capacity will enhance their performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents summary and conclusions of the study findings in relation to the objectives of the study. The recommendations based on the findings from the study are also presented, as well as suggestions for further research.

#### **5.2 Summary of the Findings**

This chapter presents a summary of the research findings based on the following objectives of the study: -

##### **5.2.1. Career Progression and Performance**

From the findings of the study on the first objective, that is, to identify the effects of career progression on performance of Kenya police service officers in Machakos County, Kenya. The study found that career progression practices in the service in terms of training, promotion and deployment of the officers was not good enough to enhance their knowledge, motivation and ability to work thus had affected their performance. This means that career progression had a positive correlation with performance of the police officers and its improvement will enhance their knowledge, motivation and ability to perform their duties effectively.

### **5. 2.2. Workload and Performance**

In regards to the findings of the study on the second objective, that is, to examine the effects of workload on performance of the Kenya police service officers. The study found that workload practices in the service were not good enough to enhance performance of the officers.

The findings of the study on; heavy workload due to staff shortage, traumatic and violent events at work, inability to balance work and family responsibilities and too much or demanding job assignments caused stress to the affected officers and exposed them to danger consequently affecting their performance. This indicates that workload practices of the officers had a significant effect on their performance. Hence, by improving workload of the officers will lead to an enabling environment for them to perform their duties effectively because they will feel that their wellbeing is taken care of.

### **5.2.3. Technological Preparedness and Performance**

The findings of the study on the third objective, that is to establish the effects of technological preparedness on performance of the Kenya police service officers. The study found that the current technological preparedness of the officers in the service was not good enough to enhance their performance. The findings of the study indicate that technological preparedness of the officers had a significant effect on their performance in terms of having inadequate training skills and knowledge on new technology and modern equipment and inability to apply technological skills in crime management to deal with the emerging crime. This means that improvement of technological preparedness of the officers will enhance their performance.

### **5.3. Conclusions**

The overall objective of the study was to examine the effects of administrative capacity on performance of Kenya police service officers in Machakos County. From the findings of the study, it was generally concluded that the status of the existing administrative capacity in Machakos County had a positive and significant correlation with performance of the police officers and thus affected their performance. In addition, the study concluded that most of the reforms process on administrative capacity in the Service has not been implemented at the station level consequently affecting performance of the police officers.

### **5.4. Recommendations**

Based on the findings of the study, the researcher wishes to make the following recommendations;

#### **i) Career progression management**

Based on the findings of the study, the current career progression practice in the Kenya police service in Machakos County particularly at the stations level has failed to encourage positive action to ensure a more effective and efficient police service through enhancement of the officers' level of knowledge, motivation and ability to perform their mandate. The researcher therefore recommends that in order to resolve the identified issues, capacity building in the service should focus on attaining and sustaining a continuous in-service training for the police officers. The police officers will only be motivated and their competency enhanced if the selection process for training is done fairly and equitably.

Secondly, the Service should develop a set of principles and process expectations on promotions which will provide opportunity for the police officers and their officers' in-charge to discuss and review a range of topics including; identifying training and promotion opportunities, reviewing performance and competency for the police officers to progress up the ranks. The service should also consider establishing an attractive scheme of service for career progression of the police officers.

Thirdly, the Service should develop a set of policies and strategies on deployment of the police officers which will ensure that the officers in the service are strictly deployed to core police duties only. The deployment of the police officers should also be done fairly and equitably.

**ii) Workload management**

From the findings of the study, the researcher found that the current situation on workload in the Police service at the stations level does not meet the expectations of having an effective workforce. Hence, the researcher recommends that the Service should review its practices on; deployment process, work environment, work life balance and work schedules in an effort to attain and sustain an effective workforce.

On the issue of addressing the perennial problem of staff shortage experienced in the service and particularly in Machakos County, the service

should resolve it through mobilizing for posting of additional personnel to the stations to reduce the workload.

On the issue of work environment, the researcher recommends that performance of the police officers can be improved if the relevant authorities in the Service establish stress management and social support programs to help them cope up with the traumatic and violent situations that they encounter in line of their duties.

To address the issue of work life balance and work schedules in the Service, the Service should improve on its social support systems among the junior police officers and their officers' in-charge to discuss and review the issues related to the police officers' welfare including; finding a suitable way of balancing work and family responsibilities and improvement on work schedules. Secondly, the OCS should develop suitable duty and leave schedules for all police officers under their command to give the officers time to rest and reduce work and family balance related stress.

iii) **Technological preparedness management**

Based on the finding of the study, it was noted that most police stations lack modern equipment such as computers, micro-production, that is compact discs, electronic storage, CCTV cameras amongst others. Even where we have the machines available most of them were poorly maintained and not updated with the latest information. This has affected the performance of the

police officers in the County. The study also noted that the current technological preparedness of the Kenya police service in Machakos County was ineffective in the enhancement of performance of the police officers.

In view of the above, the researcher recommends that the service should institutionalize and decentralize appropriate ICT to improve efficiency in police operations at the stations level. The existing gaps on ICT at the Machakos County will be addressed through development of an ICT strategy, procurement of Modern ICT equipment, digitization of critical operations for crime detection and prevention, and availing appropriate skills to personnel deployed at all stations in the County.

On the issues of logistical support, modern equipment and other supplies, the findings of the study noted that currently the Kenya police service transport fleet at Machakos County has improved but still faces some limitations which at times make the officers borrow vehicles from other departments or conduct their intended operations on foot. It was also noted that the Service lack modern equipment and other essential supplies. The researcher therefore recommends that the police leadership at Machakos County should mobilize for resources from the government for acquiring adequate motor vehicles, modern equipment and other essential supplies to the Service to enable the police officers to effectively and efficiently execute their duties.

### **5.5. Suggestions for Further Studies**

This is a study about assessment of **administrative capacity and performance of Kenya Police Service officers in Machakos County**. The focus of the study was limited to assessing the status of the existing administrative capacity and its effects on performance of the police officers in the context of level of knowledge, motivation, and ability of the officers working within the Service in the County to perform their duties. The researcher recommends that further studies should focus on assessing administrative capacity as an institutional concept, that is, the capacity of the Kenya police service to perform their roles and responsibilities. The researcher also suggests that further studies should be carried out to other law enforcement agencies to assess the effect of administrative capacity on their performance.

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**APPENDIX 1: INTRODUCTORY LETTER**

MARTIN WANYAMA KHAEMBA

KENYATTA UNIVERSITY

C/O BOX 43844 – 00100, NAIROBI

THE COUNTY POLICE COMMANDER

MACHAKOS COUNTY

C/O BOX 3- 90100, MACHAKOS.

Dear Sir,

**REF: ACADEMIC RESEARCH:**

My name is Martin Wanyama Khaemba, an Inspector of police, currently the OCPP Nzaikoni Police Post in Kathiani Sub-County, Machakos County. I'm a graduate student at Kenyatta University seeking a Master of Arts in Public Policy and Administration degree. I am writing to request for permission to do an academic research project on the status and growth of administrative capacity and its impact on the performance of Kenyan police officers in Machakos County, as part of my degree requirements.

Respondents' information will be kept confidential and used only for academic purposes.

I genuinely appreciate your continuous support and look forward to your favorable response.

Yours truly,

Martin Wanyama Khaemba.

## **APPENDIX 2: QUESTIONNAIERS FOR POLICE CONSTABLES (PC)**

Being a student of Public Policy and Administration at the Master's Degree Level. As a part of my degree requirements, I'm conducting academic research on the state and growth of administrative capacity and its effects on the performance of Kenya Police Service personnel in Machakos County, Kenya. Let your thoughts flow freely. The researcher will be the only one to have access to the data you supply, and even then, it will be treated as completely confidential. Please do not include your name in any way on this form, either visible or not.

### **Section I. Demographic or general information**

Please tick appropriately

1. What is your Gender?

(i) Male

(ii) Female

2. What is your highest level of education?

(i) MASTERS

(ii) BACHELOR DEGREE

(iii) DIPLOMA

(iv) KCSE (O LEVEL)

(v) OTHERS (SPECIFY).....

3. How many years have you served in the Kenya Police Service?

(i) 5-10 YEARS

(ii) 11-15 YEARS

(iii) 16-21 YEARS

(iv) 22 YEARS and above

4. Have you undergone any in-service training after your recruit Course?

(i) Yes

If yes skip to Q 6

(ii) No

5. If no, why do you think you have not been considered to undertake the in-service training after your recruit Course?

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6. What kind of duties do you perform in your work station?

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Section II: The effects of career progression on performance of Kenya Police Service officers.

7. Indicate how the following career progression aspects affects performance of Kenya Police Service officers on the following scales, where;

**SDA: Strongly Disagree, DA: Disagree N: Not Sure, A: Agree, SA: Strongly Agree**

<b>Career progression</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
Lack of fairness in promotion at my work					
Lack of fairness in deployment at my work					
Inadequate training skills for delivering my work					
Frequent transfers at my work					
Inadequate job experience for my work					

8. In your opinion, suggest other career progression aspects that affect performance of the police officers.

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Section III: The effects of workload on performance of Kenya Police Service officers.

9. Indicate how the following workload aspects affects performance of Kenya Police Service officers on the following scales, where;

**SDA: Strongly Disagree, DA: Disagree N: Not Sure, A: Agree, SA: Strongly Agree**

<b>Workload</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
Heavy workload due to staff shortage at my work place					
Unpredictable shift roasters that make me to work during my off-duty days or leave					
Traumatic and violent events that exposes me to physical danger at my work					
Inability to balance police work and family responsibilities					
Too much or demanding job assignments					

10. In your opinion, suggest other workload aspects that affect performance of the police officers.

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Section III: The effects of technological preparedness on performance of Kenya Police Service officers.

11. Indicate how the following technological preparedness aspects affects performance of Kenya Police Service officers on the following scales, where;

**SDA: Strongly Disagree, DA: Disagree N: Not Sure, A: Agree, SA: Strongly Agree**

<b>Technological preparedness</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>
Inadequate skills in ICT for my work					
Insufficient surveillance equipment for my work					
Inadequate sophisticated forensic equipment for my work					
Outdated or ineffective communication equipment for my work					
Inadequate training on new technology or equipment for my work					
Inadequate motor vehicles and modern equipment for my work					

12. In your opinion, suggest other technological preparedness aspects affects performance of the police officers.

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

13. In your own opinion, do you think effective performance of police officers has some importance to the society?

Yes ( ) or No ( )

14. In relation to your answer for Question 13, briefly explain the reason(s) for your opinion.

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

**APPENDIX 3: INTERVIEW SCHEDULE FOR OFFICERS COMMANDING  
POLICE STATIONS (OCS)**

As a Master's degree student in public policy and administration, I'm undertaking research as a requirement for my degree on administrative capacity and how it affects the performance of Kenya Police Service officers in Machakos County, Kenya. Allow your thoughts to flow without inhibition. Data you provide to the researcher will be 100% confidential, and the researcher will be the only one who has access to it. No personal information, visible or not, should be included on this form.

1. Date of interview .....
2. Location of the interview .....
3. What is your Gender? .....
4. What is your highest level of education? .....
5. How many years have you served in the Kenya Police Service?  
.....
6. How many police officers do you have in the police station? .....
7. In your own opinion, do you think the existing administrative capacity affects performance of the police officers in the Police Station?  
  
Yes ( ) or No ( )
8. In relation to your answer for Question 7, briefly explain the reason(s) for your opinion.

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(Probe for availability and adequacy of motor vehicles, communication equipment, computers, security personnel, skills in ICT, surveillance equipment, sophisticated forensic equipment, availability of office space and office equipment, availability of career progression slots or opportunities in terms of training or promotion, social and psychological support, motivation in terms of staff welfare, amongst others).

9. In your own opinion, briefly explain in relation to existing administrative capacity in the police station how the following aspects affects performance of the police officers:

(i) Career progression

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.....

..... (Probe for level of knowledge for requisite skills needed, motivation and ability of the police officers to perform their duties).

(ii) Workload

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(Probe for level of knowledge for requisite skills needed, motivation and ability of the police officers to perform their duties).

(iii) Technological preparedness

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.....

..... (Probe for level of knowledge for requisite skills needed, motivation and ability of the police officers to perform their duties).

10. In your opinion, do you experience any challenges in relation to the officers' individual behavior or attitude towards work when supervising them to perform their duties?

Yes ( ) or No ( )

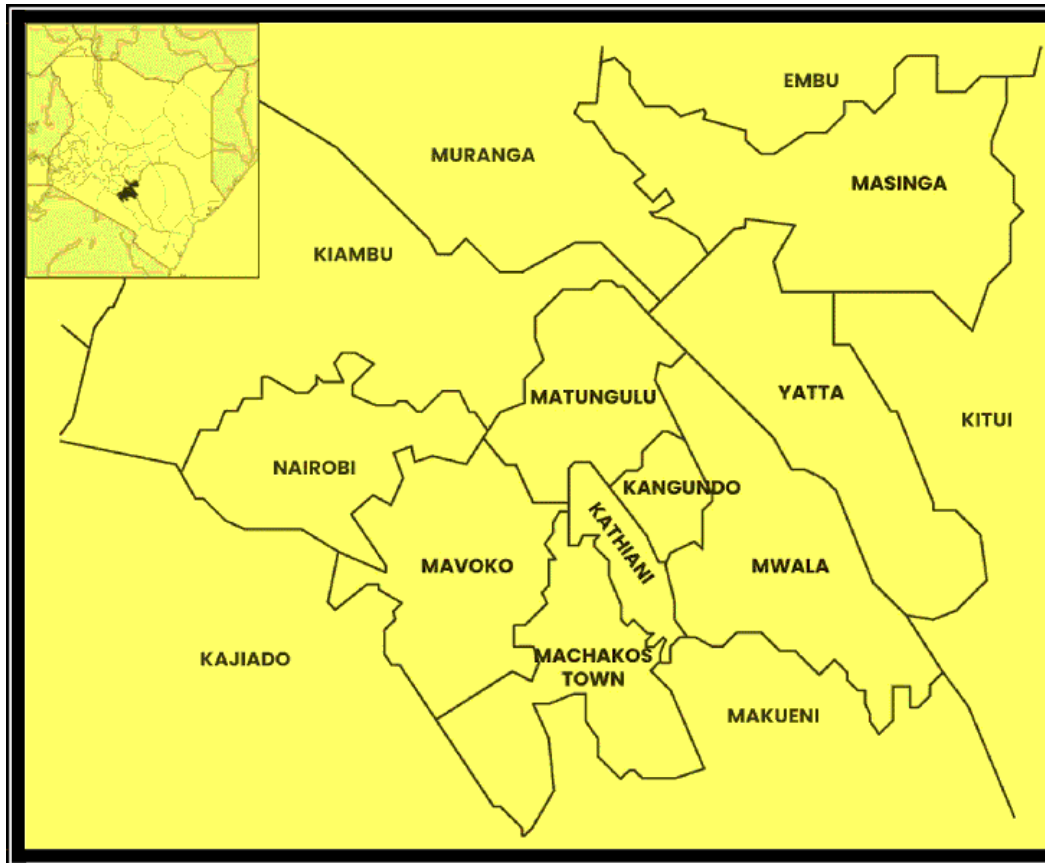
11. In relation to your answer for Question 10, briefly explain the reason(s) for your opinion.

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12. If yes, what intervention measures have been taken to correct the police officers' misconduct associated with negative attitude towards work in an effort to improve on their performance?

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#### APPENDIX 4: MAP OF MACHAKOS COUNTY



## APPENDIX 5: APPROVAL OF RESEARCH PROJECT PROPOSAL



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

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

**Internal Memo**

**FROM:** Dean, Graduate School

**DATE:** 6<sup>th</sup> June, 2022

**TO:** Khaemba Martin Wanyama  
C/o Public Policy & Administration Dept.

**REF:** C153/OL/CTY/27722/2018

**SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL**

This is to inform you that Graduate School Board at its meeting of 25<sup>th</sup> May, 2022 approved your Research Project Proposal for the MPPA Degree Entitled, "**Administrative Capacity and Performance of Kenya Police Service Officers in Machakos County, Kenya**".

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

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

Thank you.

**ELIJAH MUTUA**  
**FOR: DEAN, GRADUATE SCHOOL**

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

Supervisors:

1. Dr. Wilson Muna  
C/o Department of Public Policy & Administration  
**Kenyatta University**

HI/nn

## APPENDIX 6: RESEARCH AUTHORIZATION



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

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

Our Ref: C153/OL/CTY/27722/2018

DATE: 6<sup>th</sup> June, 2022

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

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR KHAEMBA MARTIN WANYAMA – REG. NO. C153/OL/CTY/27722/2018**

I write to introduce Mr. Khaemba Martin Wanyama who is a Postgraduate Student of this University. He is registered for MPPA degree programme in the **Department of Public Policy and Administration**.

Mr. Khaemba intends to conduct research for a MPPA Project Proposal entitled, “**Administrative Capacity and Performance of Kenya Police Service Officers in Machakos County, Kenya**”.

Any assistance given will be highly appreciated.






Yours faithfully,

A handwritten signature in blue ink, appearing to be 'E. Kimani', written over a horizontal line.

✓ **PROF. ELISHIBA KIMANI**  
**DEAN, GRADUATE SCHOOL**

EK/nn

## APPENDIX 7: RESEARCH PERMIT

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>922099</b>	Date of Issue: <b>15/June/2022</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr. Martin Wanyama Khaemba of Kenyatta University, has been licensed to conduct research in Machakos on the topic: ADMINISTRATIVE CAPACITY AND PERFORMANCE OF KENYA POLICE SERVICE OFFICERS IN MACHAKOS COUNTY, KENYA for the period ending : 15/June/2023.</b>	
License No: <b>NACOSTI/P/22/18319</b>	
Applicant Identification Number <b>922099</b>	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code 
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
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