

**TALENT MANAGEMENT STRATEGIES AND PERFORMANCE OF  
NATIONAL POLICE SERVICE OFFICERS; A CASE STUDY OF NAIROBI  
CITY COUNTY KENYA**

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**A Research Project Submitted to the school of Security, Diplomacy and Peace studies in Partial Fulfillment of the requirements for the award of Degree of Masters of Arts (Leadership and Security Management) of Kenyatta University.**

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## DECLARATION AND RECOMMENDATIONS

### DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than Kenyatta University for academic credit.

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

**Kangogo Kemboi Reuben**

**S203/27356/2018**

### RECOMMENDATIONS

This research project has been submitted for examination with my recommendations as university supervisor.

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

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## **DEDICATION**

I dedicate this research project to my loving wife mercy and our children; levi, lyne, Leslie and Leon for their love and support during my study at Kenyatta University. You have truly sacrificed a lot to see me through.

## **ACKNOWLEDGEMENT**

My sincere and foremost gratitude goes to my supervisor Dr. Sirera Merecia Ann for her relentless contribution which facilitated the completion of this research project. Her immense command and knowledge of the subject matter enabled me to shape this project to the product that it is now.

I also thank my family and my sister patrober for their material and emotional support that enabled me work on this academic project. It is my prayer that their sacrifice will be immensely awarded.

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## ABSTRACT

Talent management strategy is a key differentiator for organizational success. This strategy ensures that employees maximize their talents for optimal performances. Today's greatest challenge faced by managers in the wake of globalization, developing technology and workforce diversity is competition for talented employees which has increased considerably. These emerging trends have led organizations to focus on effective strategies to acquire, grow, and retain top talent to enhance employee performances. Using Talent-Based Theory, this study sought to establish the effect of talent management strategies on the performance of National Police Service officers in Nairobi County. The study focused on establishing the effects of performance appraisal, compensation, succession planning and training and development on the performance of National Police Service officers within Nairobi County. The study adopted a descriptive survey research design. The target population for this study was 2883 National police service officers. Using Yamen's formula (1967) and multi -stage sampling approach mainly employing stratified random sampling technique to obtain a sample size of 351 respondents. Questionnaire was the main tool for data collection. Data collected was analyzed using the Statistical Package for the Social Sciences (SPSS) version 23 for windows and this involved both descriptive and inferential statistics. Descriptive statistics used included frequencies, percentages, mean and Standard Deviation and they assisted in summarizing data and depicting trends. Inferential statistics used included Correlation Coefficients for relationships between variables, regression analysis for multiple variable associations and Analysis of Variance (ANOVA) to determine model specification and soundness. The study performed regression analysis to determine the relationship between the variables in the study and the results indicated taking all other independent variables as constant when the National police service embraces performance appraisal, officer's performance will improve by 77.2%. When a good compensation strategy is used, the officer's performance will improve by 14.6%. When the National police service structure has good succession plans, officers' performance will improve by 6.8% and when the National police service embraces proper training and development, officers' performance will increase by 12.6%. The overall model of regression revealed a coefficient of determination ( $R^2$ ) of 64.0%. This implied that the independent variables (Training and Development, Compensation Strategy, Succession Planning and Performance Appraisal) accounted for 64% of the variations in the performance of the National Police service officers. The study found out that talent management significantly influenced performance of officers in the National Police Service. The study recommended that talent management strategies specifically performance appraisal, compensation strategy, succession planning, and training and development be accorded utmost significance because it enhances performances of National police service officers. However, although succession planning has the capacity to enhance performance, this appears not to be working well for the officers. There is need therefore to enhance succession planning to make it more predictable for the officers.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>APS</b>	Administration Police Service
<b>CD</b>	Career Development
<b>EP</b>	Employee Performance
<b>IG</b>	Inspector General of police
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>KPS</b>	Kenya Police Service
<b>MLR</b>	Multi Linear Regression
<b>NPS</b>	National Police Service
<b>SCPC</b>	Sub-County police commander
<b>SPSS</b>	Statistical Package for Social Scientists
<b>TM</b>	Talent Management
<b>DCI</b>	Directorate of criminal investigation.

## **OPERATIONAL TERMS**

### **Talent**

Individual's natural abilities; It comprises a person's knowledge, skills, experience, judgment, attitudes, character, and drives

### **Talent Management**

This is the systematic forecasting and management of the required number of personnel by the organization and then setting plans on how to meet those needs.

### **Employee Performance**

Refers to how an employee fulfills his or her job duties and executes their required tasks.

### **Performance appraisal**

This is an organizational assessment tool that aids the leadership to monitor and assess the work of the subordinates.

### **Compensation**

These are the results and the advantages derived by employees like wages, pay, and/or also some rewards of monetary exchange to motivate them for higher performance

### **Succession planning**

This entails sourcing and empowering future leaders, who will take over from the current leaders as they retire, quit or pass away.

## **Training and Development**

Refers to educational activities within an organization created to enhance knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This section focused on the background of the study, problem statement, research purpose, research objectives, and research questions, justification of the study as well as scope and limitations of the study.

### 1.1 Background of the Study

In today's competitive business environment characterized by uncertainty and complexity; talent management strategy is the key differentiator for organizational success (Ratna, 2016). The advent of globalization, changing demographics, and improved technology has compelled organizations to design talent management strategies that fit their national context (Asava, 2019). Respective entities must draw, empower and keep their competent staff for growth and continuity (Ling & Jaw, 2017).

The performances of organizations globally rely on the firm capability to put strategies in place to make sure that competent personalities with appropriate expertise are positioned correctly and focused on needful tasks. This has made many Human resource practitioners elevate talent management to the highest priority across all organizations (Asava, 2019). organizations have currently regarded talent management with a higher esteem for the best competitive advantage and superior performance (Moore, 2017). Competent talents are a must-have for any entity. Ideally, the single most important function of human resources is ensuring that the staff acquires relevant skills while exhibiting loyalty to the firm (Njiru, 2018).

According to Wright and Geroy, (2018) talent is the natural capability of a person to discharge his duties uniquely. Talent ideally is a person's abilities, including and not limited to gifts, proficiency, comprehension, experience, intellect, opinion, attitude, personality, and drive. Snell (2017) referred to talent management as a process, entailing complete and comprehensive firm activities like spotting new talents, selecting, empowering, and retaining the highest performing staffs while empowering them for future top leaderships, plus guiding them in embracing the best use of strengths for full engagement, hence maximum performance of the firm (Ling & Jaw, 2017).

Ratna et al., (2016) were of the view that talent management is a Human resource strategy that enables organizations to acquire, train, engage and retain the appropriate pool of talented employees who can enhance an organization's performance. On the other hand, Ling and Jaw, (2017) reiterate that strategy provides for a systematic process of effectively acquiring, identifying the right talent, developing those talents, deploying them to fulfill critical roles or to take up key positions in the future, assessing and managing their work performance in a supportive work environment that enhances retention of employees.

Performance appraisal is an organizational assessment tool that aids the leadership to monitor and assess the work of the subordinates. The main objective of performance appraisal is to embrace a friendly environment for best performance for the highest-quality work most efficiently and effectively (Rastgoo, 2016). Managers and supervisors in the National Police Service use performance appraisal tools to moderate the available tasks, advise for remedies, and make other decisions that can help officers exceed the preset objectives. This in some way guides the organization to achieve its mission and performs well (Ratna et al., 2016). For example, the officer in charge of a station can

recommend a junior officer for a more detailed duty. The officer assigned will then have to exploit all possibilities to optimally perform the task that will maybe culminate into a promotion or just a reward. The National Police Service do have a Performance appraisal system where the officers in charge are mandated to offer possible guidance and/or support like proposing a training and development course or promising the officer a reward of any kind. This drives officers to exploit all individual potentials to succeed in assigned tasks. However, despite the existence of this strategy, it is still not clear how this talent management strategy influences the ultimate performance of the officers in the National police service.

Kermally, (2017) pointed out that organizations need to also consider compensation as a strategy for talent management. Compensation is the pay offered to the staff as a way of recognizing their services to the firm and is mostly regarded as the foundation of competent workers. The value and output of a firm's competent workers is normally and exactly dependent on the reward strategies of an entity (Kleiner, 2017). Kessler, (2017) avers that the compensation plan does not only portray the rewards in financial form, but also includes fringe benefits, medical cover, and other fringe benefits that have become a backbone of success. From the foregoing, a comprehensive compensation package is very vital to the vision achievement and overall performance of the National Police Service for it forms part of the talent management strategies in the organization. Although the National police service has a well-crafted compensation strategy for its officers, there's little empirical evidence on how this strategy influences the performances of NPS officers. Therefore, this study sought to determine the effect of compensation strategy on performance of officers.

Pennell, (2019) points out that many organizations today are focused on succession planning for their continuity. Succession planning entails sourcing and empowering future leaders, who will take over from the current leaders as they retire, quit or pass away. It ideally enhances the availability of long-serving and competent staff that have been mentored and coached to take up leadership roles as available (Omur & Kuzua, 2016). The management of the National Police Service is responsible for ensuring that the entity persistently has above par processes and workers. The tool that NPS has embraced to meet this responsibility is through succession planning. At one time or the other, the officers could stop rendering their services on an unplanned or a planned context. The planned termination does occur when the officer is making a career or life change, while unplanned termination does occur because of poor performance, prolonged illnesses and death of the officer. (Kleiner, 2017). National Police Service has a system of recognizing then coaching and developing best performing junior officers in a way that they can take over the leadership responsibilities in case of any resignations, illness or death case of a leader. Notably, however, few studies have examined the role of succession planning as an aspect of talent management's influence on the performance of the officers. A concern that the study sought to establish.

Ratna et al., (2016) confirmed that training and development is also an element of talent management which entails upgrading the firm effectiveness, individuals and the groups within them. Training could be termed as related to instant changes in the effectiveness of the entity via controlled tutoring, and empowerment is a kind of progress of the longer-term firm and employee goals (Wright, 2016). Training and development have for a long time been embraced at the National Police Service as a way of improving the employee competencies for them to nurture, mentor, and maximize on the officers'

potential. However empirical information on how training and development influence performances is still lacking hence this study sought to address this concern.

Talent management strategies aims at embracing best avenues to motivate employees for loyalty over time. The talent Retention plan is tailored through employee training, fair compensation, career development, work life balance, inherent incentives, besides offering involuntary rewards (Weinert, Maier & Laumer, 2015). In cognizant of the value of talent management, the institution has put in place several measures as discussed above. However, empirical information to explain how this has influenced work performance is lacking. Although talent management has mainly examined corporate organizations, little attention placed on public security sector.

The reviewed literature indicates that successful organizations have embraced talent management for better employee performance (Snell, 2017). Wangari (2017) analyzed the current situation on the management of talent in the global competitive markets which showed that performance of employee predictors is not the same and hence the police service needs to evaluate or value the services offered by police for improvement of in-house policies. When crime rates are used as a construct to performance, all need a confirmation on the correlation between improved service delivery and crime reduction. Wandia (2015) asserted that organizations have continuously recognized the significance of nurturing their talents by establishing other emerging practices like performance appraisal, succession planning, training and development, and compensation in the human resource which addresses the challenges related to employee performance.

The past empirical literature gives a fair insight on talent management and employee performance but they do not explain it in the public sector context. Additionally, none is

tailored specifically, talent management and performance of Nps officers, with similar specific objectives. Nyanjom (2018) looked at the factors perceived to be affecting the retention of employees within financial institutions in Kenya. However, the case study was of a single firm whose results may not be generalized in all the Kenyan organizations. Ratna et al., (2016), also confirmed that in the modern volatile business environs, holding on to most competent workers are vital for they enhance organizational productivity, but he didn't zero into employee performance.

Chepkwony (2018) found out that talent management is an ingredient to employee performance, but the study focused on coaching and mentoring ignoring other measures of talent management like performance appraisal, compensation, and succession planning among many. On the other hand, Dechev, (2017) asserts that talent management highly influences employee performance in the insurance sector, but didn't examine the variables of talent management. Management of talents is instrumental for bolstering employee performance when an organization embraces compensation, performance appraisal, succession planning, training, and development among others in their Human Resource function. Studies on talent management and employee performance point out, that some of their constructs have been examined. However, talent management on employee performance has basically been ignored in theory and practice despite the existence of a handful relevant studies and surveys that have been hypothesized. Hence the necessity to determine the influence of talent management strategies on the performance of National Police Service officers in Nairobi County

## **1.2 Statement of the Problem**

In this era of worldwide business operations, talent management is very vital for any organization that focuses on growth. Talent management and its dimensions have some impact on performance of NPS officers. Although the National police service has put in place strategies on performance appraisal, succession planning, compensation, and training and development of its officers, little is known on how these strategies affect the performance of the officers. Studies that have examined talent management in Kenya, For example, study by Chepkwony (2018) on Talent management and employee performance, mainly focused on coaching and mentoring ignoring other measures of talent management like performance appraisal, compensation, and succession planning among many and on the other hand, Dechev, (2017) studied talent management influence on employee performance in the insurance sector, these studies however emphasized more on corporate organizations with little attention on the public sector particularly the National police service.

Therefore, the problem that provided the impetus of this study was that though the police service has several strategies aimed at talent management in place there is limited empirical evidence on the effectiveness on talent management.

This study therefore, aimed at establishing the effect of talent management strategies on performance of the National police service officers, within Nairobi County

### **1.3 Purpose of the study**

The purpose of this study was to establish the effect of Talent management strategies on performance of National police service officers within Nairobi County.

### **1.4 Objectives of the study**

The general and specific objectives of the study are presented in this section.

#### **1.4.1 General Objective**

The general objective of this study was to establish the effect of talent management strategies on the performance of National Police Service officers within Nairobi County

#### **1.4.2 Specific Objectives**

- i. To establish the effect of performance appraisal on the performance of National Police Service officers within Nairobi County
- ii. To determine the effect of compensation on the performance of National Police Service officers within Nairobi County
- iii. To examine the effect of succession planning on the performance of National Police Service officers within Nairobi County
- iv. To investigate the effect of training and development on the performance of National Police Service officers in Nairobi County

## **1.5 Research Questions**

- i. How does performance appraisal affect the performance of National Police Service officers within Nairobi County?
- ii. What is the effect of compensation on the performance of National Police Service officers within Nairobi County?
- iii. How does succession planning affect the performance of National Police Service officers within Nairobi County?
- iv. What is the effect of training and development on the performance of National Police Service officers within Nairobi County?

## **1.6 Significance and justification of the Study**

The National police service has put in place Talent management strategies including performance appraisal, compensation, training and development and succession planning. Understanding how to manage the talents among officers to boost the ultimate performance is a key strategy in the modern world. However, whether the strategies in place work to enhance performance of the officers is not clear. Effective evaluation of organizational strategies can be achieved through research which is systematic and objective hence credible outcome. It is for this reason that the study is justified.

Talent management strategy plays a major role in establishing a committed and engaged workforce in any organization. The performances of organizations rely on its capability to lay strategies in place for the best workforce with the appropriate proficiency are in the assignments at the right time, and focused on maximum productivity.

On the practical scenario, its highly significant to the top leadership of the National Police Service on the workable strategies of talent management strategies for outstanding performance of officers in their service delivery.

The study is anticipated to be of great significance to the entire public who interact a lot with the law enforcement agents in their protection of life and their property in comprehending what improves police job performance and reliable service delivery. Notably, there will be reduced complaints against the police; reduced crime rates in the society since the police workforce is engaged, motivated, and committed hence improved performance.

This study also sought to stimulate other researchers theoretically to carry out similar studies in the same area since the present study has stretched the frontiers of knowledge as regards the nexus between talent management and employee performance in the NPS.

### **1.7 Scope and Limitations of the Study**

This study focused on the effect of talent management strategies on performance of National Police Service officers within Nairobi County. Specifically, the concept of talent management was operationalized using constructs such as performance appraisal, compensation, succession planning, and training and development. These constructs were measured against performance of National Police Service officers within Nairobi County. The target population was 2883 National police service officers in Nairobi County, Kenya. The study was conducted between April and August 2020.

As regards study limitations, it should be understood that an organization such as the National Police Service is a security organization whose operations are mostly based on secrecy and confidentiality. In addition, the organization is unique in so many ways so

the results from this study cannot be generalized. However, the results can be applied with caution. Since, some respondents within the National Police Service were not willing to freely divulge information during data collection. This is a limitation that was overcome by way of assuring the respondents of their confidentiality during and after the study and that the research was specifically for theoretical purposes only and that no participant would be victimized as a result of participation.

### **1.8 Assumptions**

The study assumed that performance appraisal strategy had a significant influence on the performance of National Police service officers. The study also assumed that compensation strategy had a significant influence on the performance of NPS Officers. The study further assumed that succession planning strategy had a significant influence on the performance of NPS Officers. It was also assumed that Training and Development had a significant influence on the performance of NPS Officers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter focused on the theory underpinning the study and empirical review of the specific objectives of the study which included performance appraisal, compensation, succession planning, and training and development.

#### **2.1 Theoretical Framework**

Refers to a system of explaining phenomena by stating concepts from variables and the laws that make them interdependent. A concept, abstraction, or idea is normally drawn from the specific objectives of a research study (Mugenda & Mugenda, 2018). This study was pegged on talent-based theory.

##### **2.1.1 Talent-Based Theory**

The proponent of the theory is Roberts (2008). This theory of the firm opines that talent is the singular resource that offers sustainable competitive advantage; hence organizations must put focus on attracting and maintaining the talented workforce. In order for an organization to realize productivity its decision making should be measured on how well talents have been nurtured, developed and managed.

This theory applies to the study as it ropes in talent management in the National Police Service. The talent-based theory of the organization holds that talent is the single best resource that gives an excellent edge to an entity; thus, the National Police Service's focus should be tailor-made on managing available talents plus the cutthroat potentials received therefrom. Talent should be regarded as a special ability that potentially leads

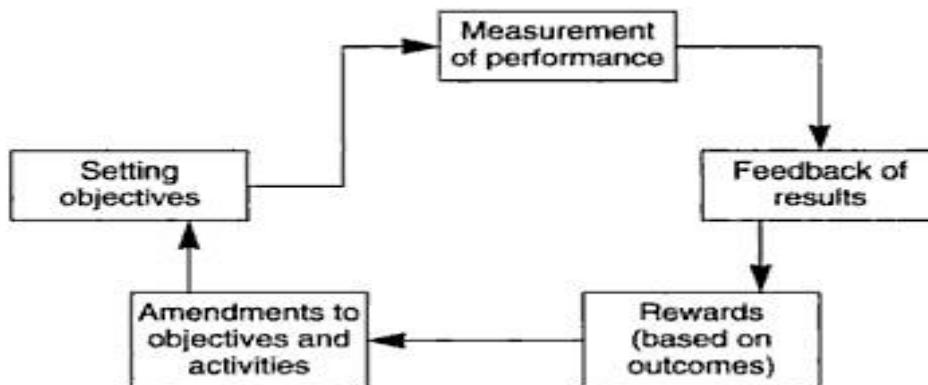
an individual to success. An organization that focuses on development of talents is the one that helps to maximize the value of employees.

## 2.2 Empirical Review

Literature from the previous studies were examined in this section.

### 2.2.1 Performance Appraisal Strategy and performance of NPS officers.

Complexity in the business world has led to the emergence of new and comprehensive concepts in managing the business. Performance appraisal is a human capital management tool that entails a continuous process of sourcing, evaluating, and empowering individual worker performance and supporting the ultimate performance with the firm's strategic goals (Ingram, 2016). Performance management has been severally confused with performance appraisal but the latter is a portion of the prior. (Kleiner, 2017).



Source: (Kleiner, 2017).

Every other employee would aspire to do well in their assigned tasks. By doing so, one preset target needs to be clear, and a worker ideally requires training and development to meet or exceed the targets (Mutunga, 2019). Performance appraisal cannot just be an annual event but an incessant, constructive group effort between immediate supervisor and employee. This then calls for close coordination between the supervisor and subordinate all through, for possible modifications to the evaluations while the boss can assess the later on his or her productivity and advice on the best course of action (Ng'ethe et al., 2017)

A good majority of employees do not prefer the one-on-one performance sharing with their bosses. But remember that the supervisor would always want the subordinate to succeed on his tasks (Moore, 2017). Parties concerned should frequently and openly communicate all year round to ensure that the results are in conformity from what is expected. The employee is supposed to inquire from the supervisor if he or she may revise the documented results on his performance just before the meeting. This gives the former an opportunity to reflect on the feedback before engaging the supervisor. At the National Police Service, the subordinate employee does have the mandate to give personal views before the documented assessment is completed. After holding dialogue and discussion amongst the two, they both have to sign the form and the evaluation result is stored in the departmental personnel file for some time before another evaluation is done (Dechev, 2017).

A passionate, self-driven, and competent labor force is the main driver of higher progression in any entity, but establishing avenues of sourcing and maintaining a competent workforce isn't a walk in the park (Esu, 2019). Implementing performance appraisal systems at the National Police Service will lead to higher productivity from the

workforce, however, this calls for embracing and implementing talent management to drive organizational growth (Dechev, 2017). Put simply, employee engagement involves building the National Police Service environment where all parties, from junior officers to senior police officers, are nurtured motivated for best performance. Embracing maximum employee engagement will allow NPS as a whole an excellent chance to develop and expand over time (Javed & Hussain, 2017).

Moore, (2017) argued that an organization cannot acquire excellent results by establishing and budgeting various approaches to manage talent alone. They have to be implemented amongst the employees and practiced over and over. Notably, the National Police Service has a performance appraisal strategy for talent management which is aligned with its vision, however little is known on how this has affected officer's performance hence the need for this study.

### **2.2.2 Compensation Strategy and performance of NPS officers**

Compensation is the results and the advantages derived by employees like wages, pay, and/or also some rewards of monetary exchange to motivate them for higher performance (Moore, 2017). Employees like those in the NPS after good performance would expect some recognition in return. In most instances, money is the best motivator, but non-monetary rewards work so well. The ultimate aim of compensation management is for designing the lowest-cost pay structure which can draw, inspire and sustain the best performing workers in the firm (Gelens, 2017).

In normal instances, the working time in a big percentage of countries worldwide is eight hours, and anything more is bound to overtime pay, otherwise regarded as illegal by the court of law hence a commensurate penalty (Ingram, 2016). However, for the

National Police Service, the officers are on call for twenty-four hours unless when on annual leave.

Compensation entails the monetary advantages that an employee gets in the workplace like wages, pay besides any other rewards from the organization (Moore, 2017). Management of compensation at the NPS involves recognition of a work well done. None of the officers are ever awarded for their tasks well accomplished. Monetary rewards are considered the best motivator for any employee. At NPS, compensation management has only designed the minimum cost reimbursement structure that can source, inspire and sustain the most capable officers in the organization (Gelens, 2017).

The main aim of managing compensation in any entity is to keep a system of recognizing the workers' efforts in accomplishing their tasks while ensuring a fair playground for both employee and employer. The ultimate goal is a worker lured to the organization and inspired to optimally execute his duties (Njiru, 2018). The workforce diversity, advancing technology, and globalization have challenged Human Resource practitioners more today than at any time as the labor force is highly dynamic, more demanding with high expectations about the workplace. From the foregoing, it's a bit complicated to sustain a compensation-friendly environment (Pennell, 2019).

The National Police Service officers are on call for twenty-four hours unless when on annual leave. The rate of compensation for the National Police service is dependent upon their educational level and the ranks they hold in the police service. The officers are also entitled to commuter, house, and leave allowance aside from their basic salary which they earn monthly. Sadly, the Police Salary and allowances are currently not commensurate with the high costs of living which have seen many of the existing police service officers resign in search of better opportunities. This well has aroused suspicion

and controversy. Hence the study, therefore, sought to determine the effect of compensation strategy on employee performance in the NPS.

### **2.2.3 Succession planning strategy and performance of NPS officers.**

Succession planning drives the entity to recruit potential leaders from their exhibited capabilities. They are gradually coached and empowered with appropriate skills in readiness for any vacant leadership role in the future (Saba & Martin, 2018). This process ensures that every employee is prepared to assume any key role in the organization. This is also important in developing the talent pool within the organization. Sure, there is some occasional situation for which the organization is not ready for succession planning, however, for a good number of organizations, succession planning has been embraced (Tomer, 2017). For example, the National Police Service has had a systematic process for preparing the officers to fill key roles as they become vacant or as others move up the cadre. Efficient, self-driven planning for succession leaves the National Police Service in a better position to deal with any uncertainties. Effective succession planning molds nurtures the foundation of an entity and it involves sourcing and empowering future leaders, who may take over from the current leadership of the organization when they retire, die, or leave, and at times mistaken as a plan to replace the leadership (Nyanjom, 2018).

Succession planning allows the organization leadership, a progressive avenue for identifying potential leaders from the workforce based on their performance and potentials (Pennell, 2019). Management of a Succession plan effectively assists executives in the organization to source, empower and retain a pool of talented workforce ready and prepared to assume key roles as the need arises. This is a critical

step that enables the entity to address staffing needs adequately, as potential candidates on the talent pipeline are considered based on their competencies (Lambert, et al., 2016). Cappelli, (2018) thought that the succession management system is tailored to empowering potential leaders through the identification of a skilled, self-driven, and competent workforce for coaching and mentoring to fulfill future leadership roles. Every organization wants to put in a strategy that enhances the development of a trained and competent workforce that boosts up the pool of developed and skilled employees to capture the vacant key positions available in the organization (Collings & Mellahi, 2019). A progressive organization ensures that people must get proper training and developmental opportunities to meet future organizational requirements. The planning for succession guides the firm to work out its strategic plan for the growth of business and empower the competent workforce to be able to face the volatile work environment boldly. The HR function of the firm is to hold up the morale of the entire workforce by boosting their commitment through workable HR policies (Gakuru, 2016). The driving force of succession planning is forecasting on the number of personnel required by the organization while assessing the existing potential of employees and review performance (Kehinde, 2016). An appropriate succession plan will guide to source the most competent workforce and conduct the most viable needs assessment, job experience and proficiency, and any knowledge crucial for empowering the labor force (Pennell, 2019). NPS has a succession planning strategy in place however little is known on how this influences the performances of officers and thus the need for this study.

#### **2.2.4 Training and Development Strategy and performance of NPS officers.**

According to Ratna, (2016), a good majority of organizations view training and development as a key concept of the human capital development. Organizations have currently embraced it fully due to ever-increasing global demands. A big percentage of firms are trying to inculcate a needs-based analysis annually to enable employees be competitive in a technology advanced business environment (Nyanjom, 2018).

Theoretically, training entails attitude change, intellect, and proficiency of a person as a result of behavior change. Training must be planned after a thorough need-based analysis and target set for key roles in the organization. (Ngesu et al., 2018). Training and Development as a concept enhances worker's performance to a higher edge and firm continuity. National Police officers are trained before employment. For the better parts, training gives more edge to an entity by empowering the workforce; for them to become fully able to discharge their duties boldly. Training also boosts one's confidence because one can then face issues head-on. The police officers' training does cover all the frequent and regular tasks the officer will undertake and not just crime prevention. A holistic approach to training that is learner-centered benefits officers more. It is always upheld that the police officers need to stick to the tasks for which they have been trained on otherwise they may violate citizen rights (Ratna, 2016). The police officers have ensured enough security in the country due to the training before employment. Training and development also help employers to look into workers' needs like for example when the workers are empowered, they build their edge besides getting ready for any greener pastures (Esu, 2019).

In making a training program for workers one has to consider that both organizational and individual goals are upheld in equal measure. It is not possible to perfectly match

the two but capabilities are selected for a fair outcome is created for the employee and the organization (Chepkwony, 2016). Typically, at the onset of the year, the National Police Service makes their training calendar by assessing and documenting the officers' training needs as a part of their performance appraisal process. In this, the number of training hours and the training involvements is evaluated then equally spread to the following financial year.

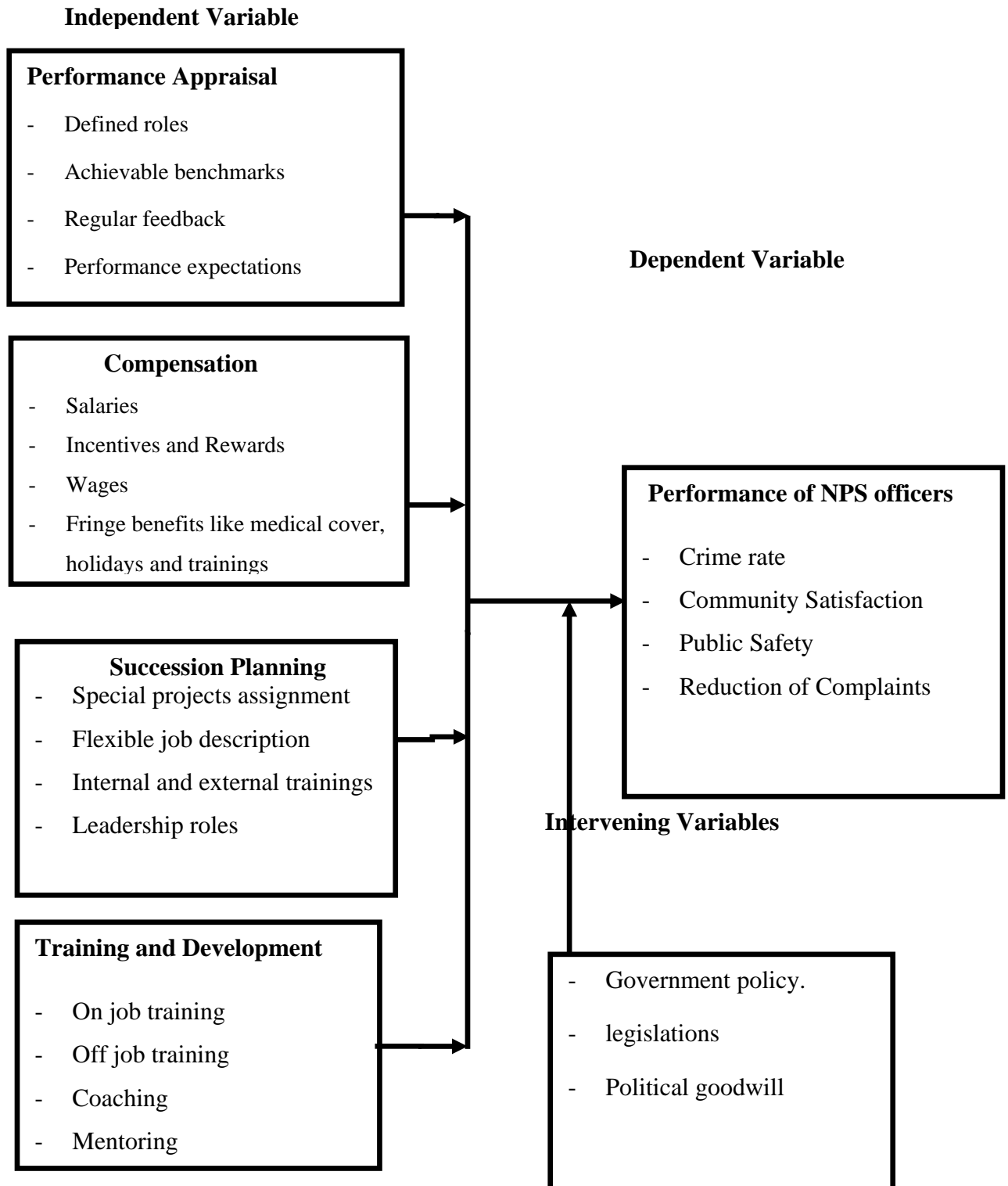
The police service has embraced off-the-job training, on-the-job training, and field training. On-the-job training is meant is basically for workers with knowledge and skills in specific assignments like example induction and drills. A good majority of firms select workers specifically to empower them for future leadership roles. Normally the employees' prevailing skills, knowledge, attitude, abilities, and productivity of the workforce (Collings & Mellahi, 2019). Most of the leadership programs at the National Police Service need to inculcate this concept of training and developing its officers for loyalty. Gakuru, (2016) established that training is meant to fulfill the existing employee needs and/or competency gaps, development is more of making its workforce ready for any upcoming roles and duties. Technology keeps advancing daily and so workers need to regularly undertake skills and knowledge enhancement achieved through training and development as a way of managing talents (Ingram, 2016).

With the expansion of organizations and ultimate globalization, it is ideally viable for training and development programs to be embraced in any modern entity as a way of enhancing the workforce competitive edge while supporting the firm on its definite planned path (Javed & Hussain, 2017). NPS has embraced programs for training and development that aim at the retention of its talented officers to enable the service to achieve its vision as an entity. A workforce that is kept updated by regular training is

very competent to perform any assigned task thus enhancing the overall performance of the National Police Service.

Nana, (2017) in his study on talent management pointed out that the returns that a firm reaps from training its workforce are showing how valued they are. The training and development aspects offered at the National Police service ensures that Police officers feel appreciated and challenged in equal measure which usually translates to enhanced satisfaction toward their jobs, and in the process experience improved work. A comprehensive training and development course will lead to a steady understanding and background acquaintance. The sustainability is much better than the National Police service basic guidelines. Most if not all officers need to be privy to the codes of conduct in the Police service. The NPS has developed pieces of training for its officers over a long period but there's little empirical information on how this has influenced the performances of its officers. Therefore, this study sought to fill this knowledge gap

## 2.3 Conceptual Framework



**Figure 2.1: Conceptual Framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter includes research design, description of the procedures and the methods utilized, the target population, sampling techniques and sample size for the study. Data collection and data analysis techniques.

#### **3.2 Research Design**

The researcher used a descriptive survey research design. This provided a detailed provision of a structure to evaluate the situation as it is tendency and state of affairs in the National Police Service officers within Nairobi County. Descriptive survey design provided the Researcher with a position to better comprehend the issues to do with the possible attitudes, values. behavior among other characteristics of the target population who are officers within Nairobi County. This also made it easier for the researcher to collect original data from the target population hence saving time and resources.

#### **3.3 Target Population**

The study involved officers from the National Police Service across all the ranks of the commissioner of police-to-police constables within Nairobi County. According to the Human Resource Management information systems in the National Police Service (2020), there are about 2883 police officers under various sub-county police commands within Nairobi County. The distribution of the target population is captured in Table 1 below

**Table 3.1: Distribution of Target Population**

	Sub county commands	Target Population
1.	Central sub county	404
2.	Kilimani sub county	238
3.	Embakasi sub county	581
4.	Langata sub county	177
5.	Dagoretti sub county	121
6.	Buru Buru sub county	327
7.	Makadara sub county	270
8.	Starehe sub county	315
9.	Maharani sub county	175
10.	Gigiri sub county	169
11.	Kayole sub county	106
	<b>TOTAL</b>	<b>2883</b>

Source: HRMIS (2020)

### 3.4 Sampling Techniques

This study utilized multi-stage sampling to draw the sample size from the targeted population. First, region was clustered in sub-county. From every sub-county (cluster), clustering of subdivisions, stratifying as per rank. Simple random sampling was employed to select participants from the various ranks. This was preferred since it ensured that each unit had equal representation per rank and proportionate chances as well as the independent opportunity of forming part of the sample. Yamane's formula (1967) was utilized to determine the sample as indicated below. As per the formula, the

smaller (n) refers to the sample size, the bigger (N) is the target population whereas e represents the error of margin at 0.05 or 5%. An assumption of 95% of the confidence level was assumed within the equation.

$$n = \frac{N}{1 + N(e)^2}$$

At a 95% confidence level and a margin error of 0.05, the researcher computed the sample size as indicated within the calculation given below

$$n = \frac{2883}{1 + 2883(0.05*0.05)}$$

$$n=351$$

Using proportionate sampling, the sample size consequently comprised of 36 Gazetted officers, 68 members of inspectorate, 95 Noncommissioned officers and 152 junior officers to make a total of 351 officers as shown in Table 3.2

**Table 3.2 Sampling frame**

Officers' category	KPS	APS	DCI	Sample size	Percentage
Gazetted officers	15	12	9	36	10.2
Members of the inspectorate	28	23	17	68	19.4
Noncommissioned officers	39	32	24	95	27.1
Junior officers	63	51	38	152	43.3
Total	145	118	88	351	100

**Source: (Researcher, 2020)**

### **3.5 Research Instrument**

The main data collection instrument for Primary data were self-structured questionnaire as shown below.

#### **3.5.1 Questionnaire**

The study used self-structured questionnaire to gather information from the sampled population. The study embraced structured questions for standardized questionnaires to all the respondents and was distributed to the officers and collected immediately after they completed filling them. Questionnaires aided the researcher to gather more information of personal views, feelings at a faster rate.

### **3.6 Pilot Study**

Piloting was done in Juja sub-county. This was chosen because it's located in the neighboring Kiambu County which has similar characteristics to Nairobi County. The pilot study was undertaken on 35 officers from Juja Sub County. It is normally known in research that 10% of the sample is viable for a pilot test (Cooper & Schilder, 2011). The pilot study checked on any problems unforeseen that the respondents may have encountered while interacting with the instruments of research.

The pilot study also assisted the researcher to adjust some inconsistencies established within the instruments. Questions that were found to be unclear to the respondents during the pilot study modified to enhance clarity understandability.

#### **3.6.1 Validity of the research Instrument**

The concept of validity of instruments alludes to the extent to which an instrument measures that which it is out to measure (Smith, 2003). The study established the

validity of the research instrument by doing a pretest, thus the content and criterion validity (Oso & Onen, 2005). Content validity was obtained by assessing the extent to which items adequately measured the constructs of the variables as intended by the study, and this confirmed the expert advice of the supervisors.

### 3.6.2 Reliability of the research Instrument

This is the measurement of the extent that a data collection tool gives similar results in different trial tests (Mugenda & Mugenda, 2003). To test for reliability, the study conducted Cochran's alpha of each variable. The aim was majorly meant to address any inconsistencies arising from the data collection tool, in order to bring out the true results of what is intended. The test is shown below

**Table 3.3: Reliability Coefficients**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Performance of NPS officers	0.841	06
Performance Appraisal	0.809	06
Compensation strategy	0.705	05
Succession Planning	0.796	06
Training and development	0.715	05

Source: (Field Data, 2020)

The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency of the data collection tool. The coefficient for each of the study objectives were computed to ascertain the extent to which each scale would

produce consistent results in the final study. The resultant alpha score which is a measure of each variable's internal consistency results were ranging between 0.715 and 0.841 which are indices higher than the 0.7 threshold used in behavioral sciences. The value of 0.7 is greater than 0.5 thus the internal consistency of the item in scale was considered appropriate for the actual study

### **3.7 Data Collection Procedure**

The Researcher managed the process by exclusively distributing the questionnaire with the support of trained research assistants. This was to expedite the questionnaire's completion as well as increasing the response rate. The questionnaires were used to collect primary data by the use of close-ended and open-ended questions. In cases where the respondents appeared not to conceptualize the questions, the researcher engaged a trained research assistant to guide the respondents and rephrase questions for ease of responses and subsequent validity and reliability of the responses. The respondents' identity was kept confidential and their views sealed. The questionnaires were reviewed over and over for any missing or repeated information. Follow-ups were done through regular phone calls and personal visits.

### **3.8 Data Analysis and presentation on the Findings.**

This involved analyzing the collected data using both descriptive as well as inferential statistics. Descriptive statistics is the use of frequency, means, the standard deviation to assess the measures of central tendency for each of the study variables and also the measures of dispersion for each variable. Data were analyzed using Statistical Package for Social Sciences (SPSS) version 23.0 for windows. The outcomes from the analysis

were presented as per objective (both descriptive and inferential analysis) in form of Tables and interactive figures.

The study performed a regression analysis to establish the association between the independent variables and the dependent variable

The Multiple Linear Regression Model (MLRM) in the form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon, \text{ where;}$$

Where:  $Y$  = performance of Nps officers

$\beta_0$  = Constant (intercept)

$\beta_1, \beta_2, \beta_3,$  and  $\beta_4$  = Coefficients of regression

$X_1$  = performance appraisal

$X_2$  = compensation strategy

$X_3$  = succession planning

$X_4$  = Training and development

$\varepsilon$  = Stochastic error term

Finally,  $E$  denotes the error term normally taken to be zero. Kothari, (2004) opined that the error term is that remaining part of statistical equation which represents whatever has not been explained by the independent variables of the study.

### **3.9 Data Management and Ethical Considerations**

Before the actual data collection, consent and authorization to gather information from Kenyatta University, the National Council for science technology and innovation (NACOSTI), and Police Service Headquarters to conduct the study were sought. Every respondent was sent an introductory or transmittal letter requesting them to be part of the study. According to Bisset (1994), the introductory letter briefly explains the purpose of the study, the justification for the participation of the respondents, and assurance of their confidentiality. The respondents were assured of their anonymity of any information provided justifying that the study was only used for academic purposes.

## CHAPTER FOUR

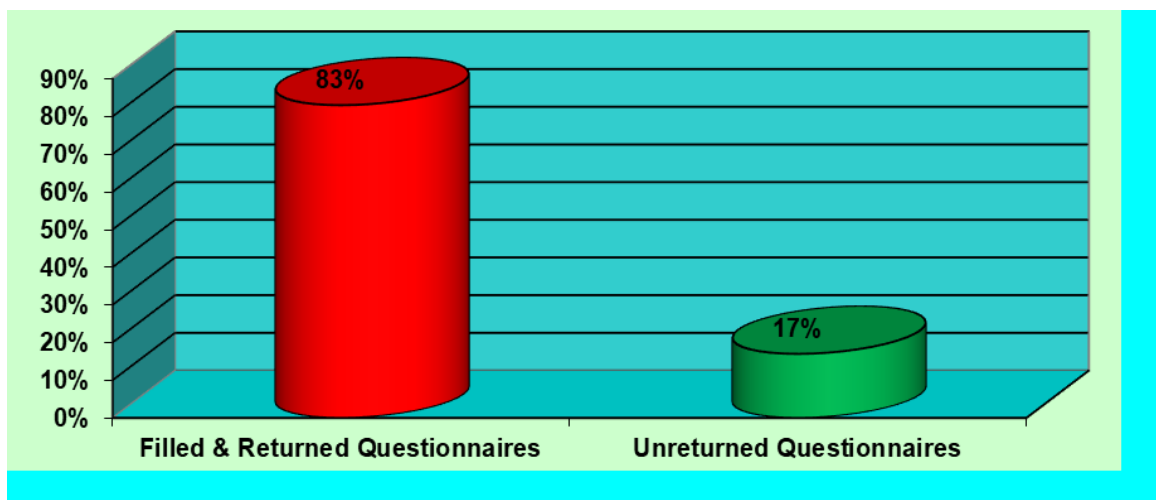
### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

This chapter presents the results, and analyses the findings, interprets and presents data in line with the specific objectives of the study. The findings were presented thematically under the subheadings namely; biodata of the respondents, Performance appraisal, compensation strategy, succession planning, and training and development. The findings were presented in frequency tables and descriptive statistics. The resulting data means were thereafter used to run a regression model using SPSS (for inferential statistics) from which conclusions and recommendations were made.

#### 4.1 Response Rate

A total of 351 questionnaires were distributed to National police service officers who comprised Gazetted officers, members of the inspectorate, Noncommissioned officers, and police constables. The findings were outlined as below:



**Figure 4.1: Response Rate**

Source: (Field Data, 2020)

Figure 4.1 indicates that the questionnaires were administered to a targeted sample of 351 out of which, 293 (83%) of the sampled respondents duly filled and returned the questionnaire. Failure to obtain a 100% response rate was due to some questionnaire copies being misplaced while others were not filled (17%; n=58). According to Mugenda and Mugenda (2003), a response rate of 50% and above is adequate for analysis. Therefore 83% is commendable. This reasonable response rate was made a reality since the researcher made personal visits and regular phone calls to remind the respondents to complete the questionnaire promptly.

#### **4.1.1 Reliability Test results**

The results of reliability analysis were majorly meant to address any inconsistencies arising from the data collection tool, in order to bring out the true results of what is intended.

**Table 4.1: Reliability Coefficients**

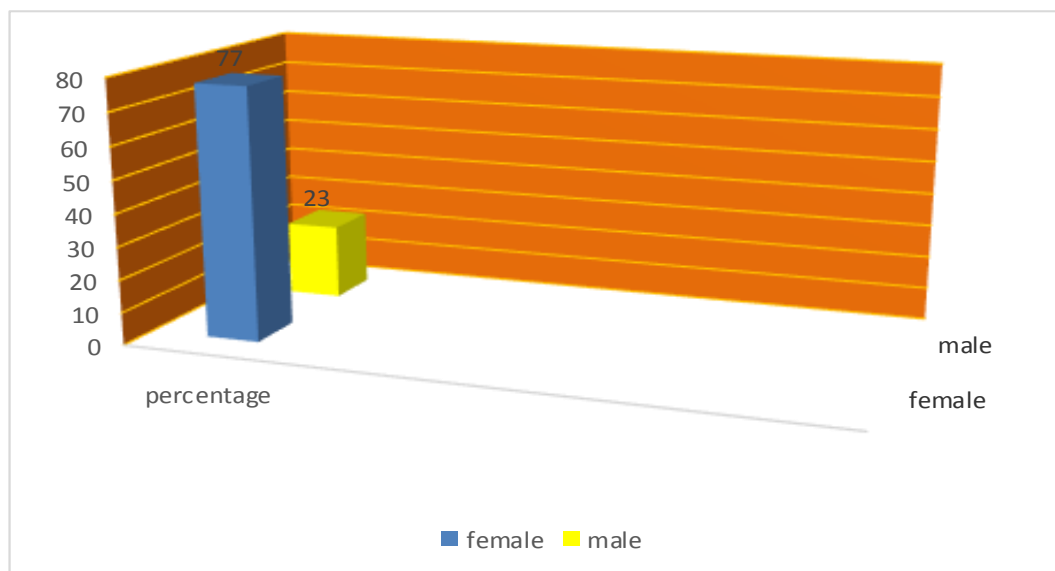
<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Performance of NPS officers	0.841	06
Performance Appraisal	0.809	06
Compensation strategy	0.705	05
Succession Planning	0.796	06
Training and development	0.715	05

Source: (Field Data, 2020)

The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency of the data collection tool. The coefficients for each of the study objectives were computed to ascertain the extent to which each scale would produce consistent results in the final study. Pilot findings showed that the study questionnaire was reliable since constructs on all the study objectives revealed indices higher than the 0.7 threshold used in behavioral sciences. This overall value obtained paved way for further analysis and interpretations.

#### 4.2 Demographic characteristics of Respondents

These were the respondents' details concerning gender, age, position in the institution, and length of service. This information was to assist the researcher to categorize the respondents in terms of exposure and experience. The findings were as follows:

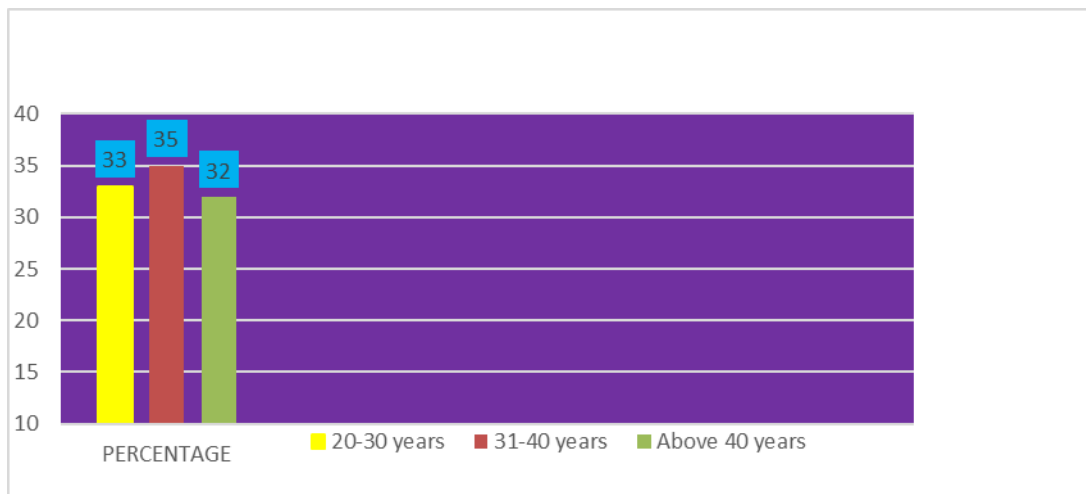


**Figure 4.2: Gender**

Figure 4.2 show respondents' details on gender as follows; 77% (n= 227) male whereas 23% (n= 66) female. Mutunga (2019) observed that National police service is a male-dominated profession. Various studies on gender differences in employment point to the benefit of the diversity mix as regards the zeal of male employees and the dedication and honesty of female employees combining to bring about improved performance (Dechev, 2017). It would be necessary to harness the talents that accrue from gender diversity in employment as a way of enhancing employee productivity in the National Police Service.

#### 4.2.1 Age categories of Respondents

This was considered to influence employee performance in the National police service and the findings were as follows:



**Figure 4.3: Age bracket**

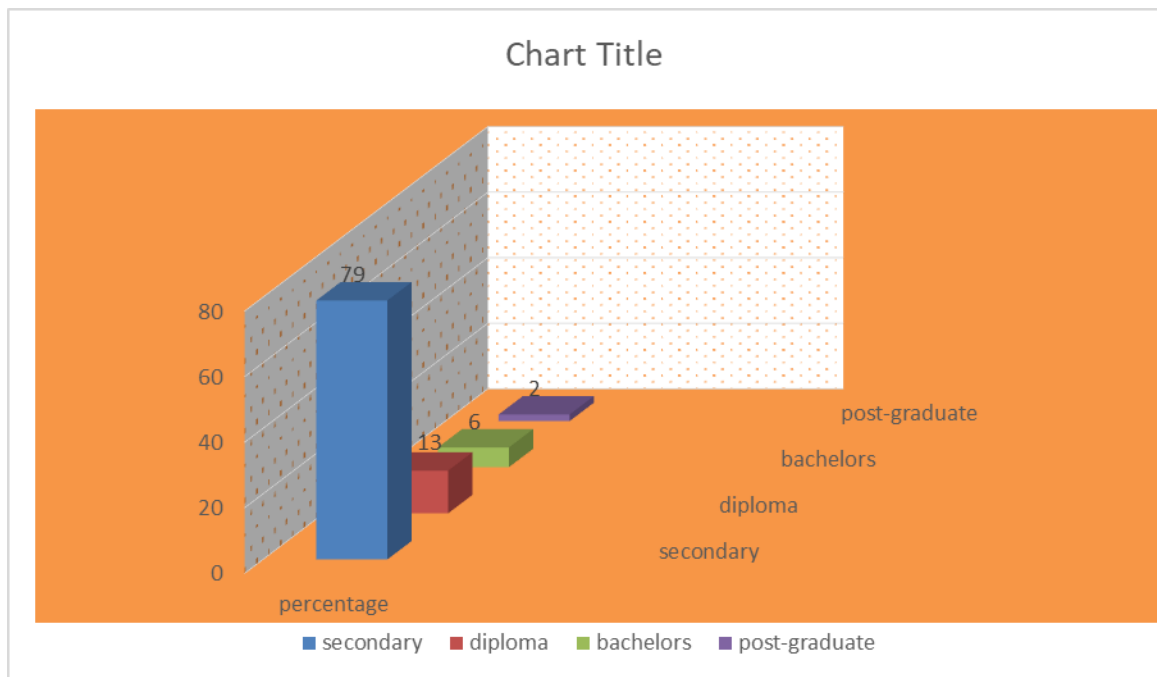
Source: (Field data, 2020)

The results infer (35%) of the respondents age category was between 31 and 40 years, while those between 20-30 years was 33%, and 32% were aged more than 40years. Most of the respondents belonged to the younger age brackets. This agrees with Ngethe et.al,

(2017) who confirmed that young employees are energetic, industrious, and innovative with the desire to prosper. Young employees can also inject fresh ideas and therefore change the way of thinking in an organization. hence NPS should craft employee management programs that encourage talent management and by extension, their retention (Weinert, Maier & Laumer, 2015).

#### 4.2.2 Education level

The details of the respondent's level of education indicated in the questionnaire aided the Researcher to determine its influences on their performances towards duties assigned culminating in the National Police Service enhanced performance. The findings were as follows:



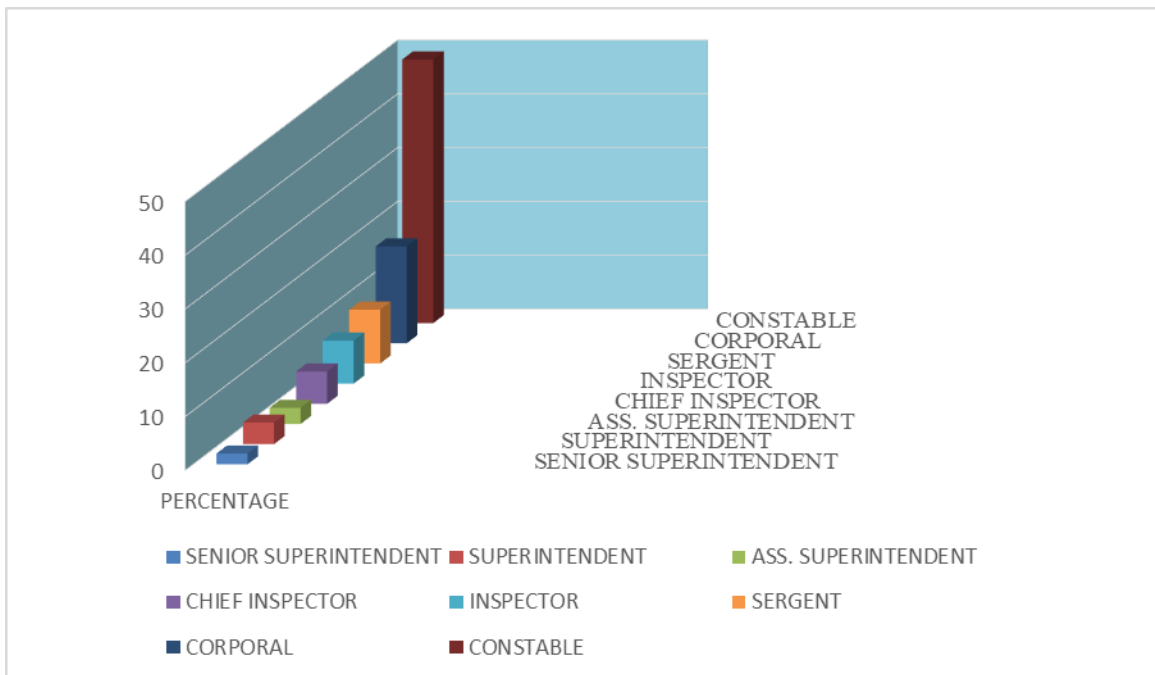
**Figure 4.4: Level of Education**

The findings from figure 4.3 indicate 79% of respondents achieved secondary education, 2% accomplished post-graduate, and 13% had attained diplomas while 6 percent had

bachelors' qualifications. It is inferred that majority (79%) of the officers in the National police service had attained secondary education. This is attributed to the fact that KCSE mean grade D+ is the minimum entry-level qualification in recruitment of NPS. However, they need to acquire a college education to position themselves effectively to apply their talents for effective work performance. A study by Saba and Martin (2018) revealed that well-educated employees are likely to remain in an organization long enough since most of them would want to see the contribution of their talents in the workplace and may not be willing to let the gains made going to waste as a result of their exit from the organization.

#### 4.2.3 Service Rank

The respondents were additionally requested to indicate their respective positions at work in the National Police Service and the results were as follows



**Figure 4.5: Service Rank**

Source: (Field data, 2020)

Figure 4.5 indicates that police constables were 49%, Corporals (18%) and sergeants (10%) respectively.

The high number of constables is because this is the entry rank in the national police service and therefore forms the majority. This calls for the need to concentrate talent management strategies among officers in the lower ranks given their role in the overall performance of the National Police Service. As observed by Moore (2017), employees who are involved in the day-to-day operations of an organization form the backbone of that organization, and every effort needs to be made to harness their talents as well as apply their diverse skills to the overall performance of the organization.

### **4.3 Descriptive Findings**

Having presented and analyzed the demographic features of the participants, the study focused on presenting the findings of the key research objectives. The first objective sought to establish the effect of performance appraisal on the performance of National Police Service officers within Nairobi County. This is addressed below

#### **4.3.1 Performance Appraisal strategy and performance of NPS officers.**

Performance appraisal strategy plays a significant role in managing human capital in organizations. Therefore, it was important to establish how the appraisal in the national police service affects the performance of the employees. To measure the effects of appraisal on police officer's performance, a questionnaire in form of a Likert scale (1 to 5) was used. The respondents were, therefore, requested to indicate the extent to which they agreed with the following statements:

**Table 1.2: Performance Appraisal strategy and Performance of NPS Officers**

<b>Statement;</b>	<b>N</b>	<b>Mini</b>	<b>Maxi</b>	<b>Mean</b>	<b>Std. Deviation</b>
NPS clearly defines roles for officers which motivate them to work better.	293	1	5	2.57	.972
Best practices adopted from performing sub counties through benchmarking are shared with officers motivates them to perform better.	293	1	5	2.44	1.147
The regular feedback provided to officers by their supervisors in NPS improves their efficiency and performances				2.38	1.109
Lack of targets to every new officer has led to freelance in performing their duties	293	1	5	2.45	1.093
In your view, does performance appraisal affect employee performance in the National police service?	293	1	5	2.43	1.205
Do you think it is essential to always review the prevailing performance appraisal process to boost the performance of officers?	293	1	5	2.54	1.099
<b>Aggregate Score</b>	<b>293</b>			<b>2.467</b>	<b>1.104</b>

Source: (Field data, 2020)

The average scores were M= 2.468; SD = 1.104. The standard deviation of 1.104 implied a low variation in the respondents' selection of the listed aspects of performance appraisal. The mean value is averagely 2.5, meaning that close to 50% of respondents were in agreement with the listed elements of performance appraisal. The results from the study revealed that 51% of the respondents agreed that clearly defines roles for

officers in NPS motivate officers to work better. Based on whether the organization benchmark with other performing sub-counties, 49% of the respondents were of the view that the practice enables the service to adopt best practices that motivate its officers to perform better. The results concur with a study by (Sahai and Srivastava (2012) who found that clear goal setting, which is an aspect of performance appraisal, provides a clear direction that enables the employees to work towards the organizational goals. Goal setting provides specific and measurable goals and hence provides clarity to the employees on what is expected out of them.

Lack of goal setting for example would make it difficult for assessing work performance. Lack of clear goals on what an officer should do at work could lead to ambiguity at work and freelance work performance which could be dangerous in the police service. It should be noted that the nature of police service is demanding and varied. It is also notable that the officers are empowered to act to their discretion given the nature of their work. Therefore, without clear goals, the safety of the public would be at risk.

With clarity on what they are expected to the employees can plan and seek resources that would enable them to achieve their goals. Marfiana (2019), argues that setting specific goals leads to higher performance. This is perhaps with clear goals leads to the commitment of their attainment leading to strategic focus. Citing Locke, Marfiana (2019) observes that goal-setting facilitates focus that whips the necessary knowledge and skills to achieve the goal hence improved performance. The implication is that setting clear goals helps the police officers achieve their organizational goals hence improved performance.

A study by Sahai and Srivastava (2012) revealed that successful performance appraisal is a function of clearly defined roles, achievable benchmarks, regular feedback on the level of performance to inform corrective action and performance expectations are agreed upon much early before the start of the performance appraisal period to enable a clear understanding of what is expected to achieve the set targets.

#### 4.3.2 Compensation Strategy and performance of NPS officers.

The ultimate aim of compensation strategy is for designing the lowest-cost pay structure which can draw, inspire and sustain the best performing workers in the firm. To measure the effects of compensation strategy on employee productivity in NPS., a Likert scale questionnaire (1 to 5) was used. The respondents were, therefore, requested to indicate the extent to which they agreed with the following statements:

Table 4.3: Compensation Strategy and Performance of NPS Officers

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. Clearly defined salary scales for each position in the NPS improves performances	293	2.53	1.093
2. Lack of Rewards for any overtime work demoralizes the officers lowering their morale to perform better.	293	2.38	1.229
3. Providing incentives and rewards annually to the best performing officers has greatly encouraged them to perform better.	293	2.24	1.003
4. NPS provide Fringe benefits like medical cover, holidays and trainings to its officers which in a way motivates the officers to perform better.	293	2.56	1.135
<b>Aggregate Score</b>	<b>293</b>	<b>2.428</b>	<b>1.115</b>

**Source: (Field data, 2020)**

The aggregate  $M= 2.428$ ;  $SD = 1.115$  implied that there was a low variation in the respondents' selection on the listed aspects of compensation strategy. The mean value is averagely two implying that 40% of respondents were in agreement with the listed statements as far as compensation strategy at the National Police Service is concerned. The result indicates clearly that 51% of the respondents agreed that clearly defined salary scales for each position in the NPS improve officers' performances. The study findings reveal that Lack of Rewards for any overtime work demoralizes the officers lowering their morale to perform better, 48% of the respondents agreed to it. On whether NPS provision of Fringe benefits like a medical cover, holidays, and pieces of training to its officers motivates the officers and improved their performance, 51% approved that the strategy influences performances of officers. This implies that it's not a must that all compensation is in monetary form. "An employee can still be contented by enjoying the work environs or just the minimal supervision". This is in line with a study by Wangari (2017) who established that a good compensation strategy increases employee motivation, boosts employee loyalty, enhances employee productivity, and reduces turnover rate while attracting top talents. Nyanjom (2018) also pointed out that a good compensation strategy is aimed at improving officers' welfare, thereby boosting their morale. Hence, compensation management is something that organizations must take seriously if they are to achieve a competitive advantage in the market for talent. Currently, much more needs to be done to enhance compensation levels, particularly for police officers in lower ranks as a strategy to boost their morale and commitment to duty to translate to improved performance.

Vaiman and Holden, (2018) reiterated that employees serve organizations in exchange for a reward. If pay levels are not competitive, some employees may underperform or

quit the firm resulting in higher turnover. To retain these employees, pay levels must be competitive with that of other employers. This therefore signifies that a competitive compensation strategy not only be introduced but maintained to keep talented employees in order to achieve good organizational performance since the current compensation levels are not satisfactory as alluded to by most respondents, particularly in the lower ranks.

Several studies have revealed that the concept of compensation should be understood to go beyond salary and allowances to include even incentives and fringe benefits. The mix in the compensation package should include a basic salary, house allowance, commuter allowance, transfer allowances in case an officer is moved from station to station, wages where an officer is assigned duties over and above his normal call, and fringe benefits that include medical cover for the officer and dependents. Njiru (2018) alludes to the fact that while setting reward structures, an employer needs to be mindful of the level of employee skills, how many hours an employee will be working, the complexity of the tasks at hand, and whether the employee perceives that the salary, allowances and fringe benefits match the amount of effort he is putting into the job. An employee who feels that his skills and talents are well compensated will put in more effort and consequently improve the performance of the organization (Pennell, 2019).

#### **4.3.3 Succession Planning Strategy and performance of NPS officers.**

Effective succession planning molds and nurtures the foundation of an entity and it involves sourcing and empowering future leaders, who may take over from the current leadership of the organization when they retire, die, or leave, and at times mistaken as a plan to replace the leadership. To understand the influence of succession planning

strategy on officer's performance in the national police service, a Likert scale questionnaire (1 to 5) was used where each respondent indicated their opinion on the given scale and their agreement on the listed statements.

**Table 4.4: Succession planning strategy and Performance of NPS officers**

<b>Statement;</b>	<b>N</b>	<b>Mini</b>	<b>Maxi</b>	<b>Mean</b>	<b>Std. Deviation</b>
Special projects assignments given to potential leaders in NPS has greatly reduced the efficiency and performances of officers.	293	1	5	2.38	1.099
NPS offers flexible job descriptions to officers which have eased their personal growth, experience and improved their performances.	293	1	5	2.38	1.049
The knowledge and skills acquired through regular training of officers in NPS isn't enough to improve their performances.	293	1	5	2.33	1.124
NPS assigns leadership roles to officers at any one time, this helps officers to gain experience and prepare them for the future roles thus motivating them to improve their overall performances.	293	1	5	2.37	1.116
<b>Aggregate Score</b>	<b>293</b>			<b>2.365</b>	<b>1.097</b>

Source: (Field data, 2020)

The aggregate M= 2.365; SD = 1.097 implied that there was a low variation in the respondents' selection on the above statements on succession planning at the National Police Service. The mean value of 2.365 implied that 47% of the respondents were in

agreement with the statements regarding succession planning at the National Police Service while 53% were in disagreement. Respondents were asked whether flexible job descriptions offered by NPS to its officers eased their personal growth, experience and improved their performances 48% agreed while 52% were of a different opinion. The study further revealed that 47% agreed that leadership roles assigned to officers at any one time, help officers to gain experience and prepare them for future roles thus motivating them to improve their overall performances while 53% had a different opinion. This points to dissatisfaction by most respondents on the current succession management arrangements in the NPS that are not clear as regards the procedure for identification and nurturing of future leaders in the organization. Pennell (2019) alluded to the fact that succession planning indicates the long-term stability of the organization where future leaders are identified and mentored. It also increases the talent pool of experienced and capable employees who are readily available for any future role when key officers exit service.

Saba and Martin, (2018) also pointed out that the benefits of succession planning as being a tool for sustaining and improving employee performance, particularly in large organizations. This implies that developing and retaining leadership talent is both a strategic and economic necessity for the long-term performance of the organization.

Saba and Martin (2018) further allude to the fact that succession planning goes beyond planning for the continuity of the organization and includes special project assignments aimed at nurturing talent to transfer the same to performance. Police officers are sent on special assignments to gain more skills and apply their talents in a manner that improves the overall performance of the service. Delegation of authority is used to enable junior officers in non-management cadres to gain leadership skills and confidence to take on

managerial tasks and responsibilities. Internal and external training is applied to enable the officers to understand the roles of each section of the command structure within the NPS to bridge potential gaps in the succession management of the organization. Leadership roles are assumed by junior officers in the absence of senior officers through delegation of authority to enable such junior officers to gain leadership skills and position themselves favorably for promotion or appointment in senior roles within the organization.

#### **4.3.4 Training and Development Strategy and performance of NPS officers.**

Training and Development enhance the workers' productivity for a higher edge and firm continuity. National Police service officers are trained before employment. For the better parts, training gives more edge to an entity by empowering the workforce. The influence of training and development strategy on officer's performance in the national police service were established through, a questionnaire in form of a Likert scale (1 to 5) was used. The respondents indicated their opinions based on whether they agreed with the statements listed.

**Table 4.5: Training and Development Strategy and Performance of NPS officers.**

<b>Statement;</b>	<b>N</b>	<b>Min</b>	<b>Mean</b>	<b>Std. Deviation</b>
On job trainings offered to all officers in NPS isn't enough to enhance their job performances.	293		2.54	1.112
NPS sponsors Off job training to officers on request which enables them acquire skills that promote efficiency in officer's performances.	293		2.43	1.119
Coaching lessons offered by the experienced and long serving officers to the junior officers inculcates inadequate skills that cannot enhance their performances.	293		2.49	1.042
The Mentoring done to junior officers in the National police service has in a little way developed new officers for future management positions.	293		2.44	1.162
<b>Aggregate Score</b>	<b>293</b>		<b>2.475</b>	<b>1.109</b>

Source: (Field data, 2020)

The aggregate M= 2.475; SD = 1.109 implied that there was a low variation in the respondents' selection on the listed statements on training and development. The mean value was an averagely of three implying that 60% of the respondents were in agreement that the listed statements affect performance of NPS officers while 40% were of a different opinion. On whether on job pieces of training offered by NPS enhanced performances, 51% of respondents agreed while 49% were of a different opinion, the practices of mentoring and coaching influencing performance respondents agreed 49 and 50% respectively. This implies that this strategy of training and development had enables the National police service to improve internal efficiency though on and off job trainings which directly contributes to employee development. Equally, it had also

promoted coaching and mentoring of Junior officers which enhanced their effectiveness in service delivery that directly enhances officer's performance. Finally, the implementation of training and development strategy had enhanced the organization's ability to enhance innovation, which improves employee performance. This agrees with Gakuru (2016) who confirmed that training and development typically create a lesser need for supervision while enhancing employee output. Fewer customer complaints are received thus efficiently influencing employee performance. All aspects relating to sustained improvement of employee's core competencies, knowledge, skills, and attitudes of employees in public service to address identified gaps in their performances are policy issues that NPS should prioritize. The NPS engages in continuous training and development programs aimed at improving competencies among officers in all cadres of the service (Chepkwony, 2016). Such training programs are a result of training needs analysis that exposes the gaps in the skills level of officers requiring additional training and development. A study by Nyanjom (2018) revealed that employee training and development if used well, results in improved overall organizational performance since employees can apply learned skills in their day-to-day duties.

The National police Service utilizes both on-the-job training and off-the-job training when imparting knowledge and skills to its officers. On-the-job training entails deploying an officer to work under the close supervision of a more experienced officer to gain more skills in work performance (Ngesu et al., 2018). Off the job training involves officers being posted to the various police training colleges either in Kenya or abroad

Coaching is also used regularly in the national police service as a tool for enriching the talents of officers for purposes of improving their productivity within the service. Mentoring has for a long time been used where employees are attached to a more experienced role model to benefit from skills transfer. The benefit of mentoring is that the officer gains practical skills that would be useful in performance improvement (Nana, 2017).

Having presented descriptive statistics on the study variables, there is a general inclination that constructs of the main study variables suggest relationships with the dependent variables. This called for the need to run inferential tests to determine the significance of relationships and associations between the study variables.

#### **4.4.0 Regression Analysis**

Multiple linear regressions were computed to investigate how much change the independent variables influenced the dependent variable individually and collectively while the model summary presents regression coefficients that indicate how much variation observed in the dependent variable was a contribution of each independent variable when all other factors are held constant and the P values for the coefficients indicate whether these relationships are statistically significant. Study results are presented below;

#### **4.4.1 Model Summary**

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 <sup>a</sup>	.640	.635	.51087

a. Predictors: (Constant), Training and Development, Compensation Strategy, Succession Planning and Performance Appraisal

Source (Field data, 2020)

The Regression model revealed a coefficient of determination (R<sup>2</sup>) with a value of 0.640 signifying that the independent variables (Training and Development, Compensation Strategy, Succession Planning, and Performance Appraisal) accounted for 64% of the changes witnessed in officer's performance within the National Police service. All other factors that affect employee performance and which were not the concern for this study accounted for 36% of the changes witnessed in performance of NPS officers. Such factors were taken care of by way of the stochastic error term in the regression equation.

This has the implication that other than the talent management, the NPS needs to consider other factors that could complement the NPS to enhance performance officers. However, these factors were beyond the scope of this study so they were not explored.

The regression parameters are displayed in the ANOVA model

#### 4.4.2 ANOVA

**Table 4.7: Analysis of variance**

<b>Model</b>	<b>Sum</b>	<b>of Df</b>	<b>Mean</b>	<b>F</b>	<b>Sig.</b>
	<b>Squares</b>		<b>Square</b>		
Regression	133.369	4	33.342	127.752	.000 <sup>b</sup>
1 Residual	75.166	288	.261		
Total	208.535	292			

a. Dependent Variable: Performance of NPS officers

b. Predictors: (Constant), Training and Development, Compensation Strategy, Succession Planning, Performance Appraisal

**Source: (Field data, 2020)**

The Analysis of variance (ANOVA) output in table 4.7 reveals an F value of 127.752 at the level of significance of 0.000. Given the p-value = 0.000, which is < 0.05 it indicates that the model was statistically significant in predicting how talent management practices affect performance of NPS officers. This implies that training and development, compensation strategy, succession planning, and performance appraisal were good predictors of performance of National Police Service officers.

In the relationship between the independent variable as operationalized in the four factors and the dependent variable which is the performance is displayed in table 4.8

#### 4.4.3 Regression Coefficients

**Table 4.8: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.247	.186		-1.330	.185
Performance Appraisal	.772	.042	.723	18.220	.000
Compensation Strategy	.146	.044	.132	3.326	.001
Succession Planning	.068	.048	.051	1.414	.158
Training & Development	.126	.045	.099	2.767	.006

a. Dependent Variable: Performance of NPS officers

Source: (Field data, 2020)

Regression coefficients in table 4.8 reveal how much change in the dependent variable as a result of the individual independent variables while holding all other factors constant

From the study findings, while holding all other factors constant, a unit change in performance appraisal brought about 0.772-unit change in performance of NPS Officers. (p-value = 0.000), a unit change in compensation strategy resulted in a 0.146-unit change in the performance of NPS officers (p-value = 0.001) in the NPS. a unit change in succession planning strategies resulted in a 0.68-unit change in the performance of NPS officers (p-value = 0.158) while a unit change in training and development resulted in a 0.126-unit change in the performance of NPS officers (p-value = 0.006) in the National Police Service.

Given the regression coefficients in Table 4.8, performance appraisal had the greatest contributory power in the performance of NPS officers (0.772) while succession planning had the least contributory power in the performance of NPS Officers (0.68). This calls for the need to relook into succession planning strategies employed in the NPS since as currently applied, succession planning is not significantly contributing to performance of Nps officers.

From the findings, it is clear that performance appraisal is highly valued as a talent management tool for effective performance. This is not surprising as the key role of performance appraisal is to improve performance. In addition, the performance appraisal creates awareness among the employees by ensuring that they are aware of what they are expected to do and that what they do will be measured. Ayomikun, (2017) for example argued that the process starts by collaboratively establishing clear objectives for the employee followed by an action plan that the employee is expected to execute in achieving his own professional targets and for the firm. Providing clear objectives for the employee is a valuable guide that not only provides direction towards work

performance but also provides the focus needed to enable the employee to prioritize key areas of their job description.

In addition, the collaborative approach in setting objectives helps to cultivate teamwork that enables the organization to achieve the set goals. According to Chiochio, Grenier O'Neil, Savaria, and Willms (2012) teamwork led to collective efficacy. Concerning this study, collective efficacy is crucial for police performance. The nature of police work requires that the officers work in teams and with their leaders to achieve organizational goals. This, therefore, means that a strategy that can enhance teamwork helps to develop collective efficacy works well in enhancing performance. Accordingly, collective efficacy creates social cohesion and trust with informal social control (Sergeant, 2012), thus enabling a good working environment hence good performance. arguably spirit de corps is a life concept in police service thus through collaborative approaches the officer's value interdependence may be realized through team spirit.

A high rating of Performance appraisal could also be because it provides information that can be used to make administrative decisions to determine the reward or punishment of the officers. Van Dijk, D., Schodl, (2015), performance appraisal provides employees with feedback regarding their work performance that enables them to adjust to fit in the organizational expectation. In addition, being aware that they are being measured motivates them to work harder since their professional development depends on what they score in appraisal.

A study by Sahai and Srivastava (2012) revealed that successful performance appraisal is a function of clearly defined roles, achievable benchmarks, regular response performance that guides corrective action on performance expectations as agreed upon

much early before the start of the performance appraisal period to enable a clear understanding of what is expected to achieve the set targets.

As regards the compensation strategy, every organization must maintain a system of recognizing the worker's efforts in accomplishing their tasks, while ensuring a fair playground for both employee and employer. The ultimate goal is a worker lured to the organization and inspired to optimally execute his duties (Njiru, 2018). A study by Pennell (2019) revealed that employee compensation and reward are important to nurture talents and foster the retention of good workers.

The National Police Service officers are on call for twenty-four hours unless when on annual leave. The rate of compensation for the National Police service is dependent upon their educational level and the ranks they hold in the police service. The officers are also entitled to commuter, house, and leave allowance aside from their basic salary which they earn monthly. Notably, the Police Salary and allowances are currently not commensurate with the high costs of living which have seen some of the existing police service officers resign and take up other job opportunities especially in the corporate world. It calls for deliberate efforts directed at improving employee compensation package in the National Police service to enhance the retention of good officers with the ultimate goal of enhancing the overall productivity of the NPS.

Compensation should be understood to go beyond salary and allowances to include even incentives and fringe benefits. The mix in the compensation package should include a basic salary, house allowance, commuter allowance, transfer allowances in case an officer is moved from station to station, wages where an officer is assigned duties over and above his normal call, and fringe benefits that include medical cover for the officer and dependents. Njiru (2018) alludes to the fact that while setting reward structures, an

employer needs to be mindful of the level of employee skills, how many hours an employee will be working, the complexity of the tasks at hand, and whether the employee perceives that the salary, allowances and fringe benefits match the amount of effort he is putting into the job. An employee who feels that his skills and talents are well compensated will put in more effort and consequently improve the performance of the organization (Pennell, 2019).

Concerning succession planning within the NPS, the study revealed the need to do more and improve succession planning efforts. Potential future leaders in any organization are supposed to be identified early, gradually coached, and empowered with appropriate skills in readiness for any vacant leadership role in the future as postulated by Saba and Martin (2018). This process is also important in developing a talent pool within the organization and ensure continuity. Efficient, effective, and self-driven planning for succession positions the National Police Service in a better position to deal with any uncertainties that may arise as a result of resignation, death, or retirement, sentiments shared by Nyanjom (2018).

Cappelli, (2018) thought that a succession management system is tailored to empowering potential leaders through the identification of a skilled, self-driven, and competent workforce for coaching and mentoring to fulfill future leadership roles. It is the desire of every progressive entity to train and upgrade the skills of its workforce so as to boost the pool of developed and skilled employees to fill up key positions that fall vacant in the organization (Collings & Mellahi, 2019).

Saba and Martin (2018) allude to the fact that succession planning goes beyond planning for the continuity of the organization and includes special project assignments aimed at nurturing talent to transfer the same to performance. Police officers are sent on special

assignments to gain more skills and apply their talents in a manner that improves the overall performance of the service. Delegation of authority is used to enable junior officers in non-management cadres to gain leadership skills and confidence to take on managerial tasks and responsibilities. Internal and external training is applied to enable the officers to understand the roles of each section of the command structure within the NPS to bridge potential gaps in the successful management of the organization. Leadership roles are assumed by junior officers in the absence of senior officers through delegation of authority to enable such junior officers to gain leadership skills and position themselves favorably for promotion or appointment in senior roles within the organization (Saba & Martin, 2018).

As pertains to employee training and development, it is a key concept of the human resource development activity embraced by many organizations to boost performance. A big percentage of firms are trying to inculcate a needs-based analysis annually to enable employees be competitive and relevant in a technological advanced business environment. (Nyanjom, 2018).

Theoretically, training entails attitude change, intellect, and proficiency of a person as a result of the behavior change. Training must be planned after a thorough need-based analysis and target set for key roles in the organization. (Ngesu et al., 2018). This strategy improves workers' efficiency for a higher edge and firm continuity. National Police officers are trained before employment and also before promotion to future ranks. Employee training and development gives more edge to an entity by empowering the workforce; for them to become fully able to discharge their duties competently, efficiently, and effectively. Training also boosts one's confidence because they can then face issues head-on, a matter that has an overall effect on employee performance. The

National Police Service takes talent management seriously and bonds officers who receive training to remain in service for a specific period if they wanted to exit from service. This requirement ensures that knowledge and skills acquired from training and development are retained for a longer period to continue contributing to the overall productivity of NPS.

Nana, (2017), affirmed that the returns a firm reaps from training its workforce are showing how valued they are. The training offered at the National Police service should create a supportive workplace. The officers access training opportunities that they wouldn't have otherwise known about or sought out on their own. The officers who feel acknowledged and motivated through getting training opportunities usually feel more satisfaction with their jobs and work harder to achieve better performance.

The NPS applies both On-the-job training which entails deploying an officer to work under the close supervision of a more experienced officer to gain more skills in work performance (Ngesu et al., 2018) and Off-the-job training that involves officers being posted to the various police training colleges either in Kenya or abroad to impart knowledge and skills. Coaching is also used regularly in the NPS as a tool for enriching the talents of officers for purposes of improving their productivity within the service. Mentoring has for a long time been used where employees are attached to a more experienced role model to benefit from skills transfer. The benefit of mentoring is that the officer gains practical skills that would be useful in performance improvement (Nana, 2017).

The overall regression model for the study was expressed as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon)$$

Where:        Y = performance of Nps officers

$\beta_0$  = Constant (intercept)

$\beta_1, \beta_2, \beta_3,$  and  $\beta_4$  = Coefficients of regression

$X_1$  = performance appraisal

$X_2$  = compensation strategy

$X_3$  = succession planning

$X_4$  = Training and development

$\varepsilon$  = Stochastic error term

In light of the study findings, the regression equation thus becomes

$$Y = -0.247 + 0.772X_1 + 0.146X_2 + 0.068 X_3 + 0.126X_4 + \varepsilon$$

From the findings, performance appraisal has the highest contributory power to the performance of NPS officers hence highly valued as a talent management tool for effective performance since a unit change in performance appraisal brought about 77.2% change in the performance of NPS officers. This is based on the fact that performance appraisal creates awareness among the officers by ensuring that they are aware of what they are expected to do and that what they do will be measured. As regards the compensation strategy, a unit change in compensation strategy resulted in a 14% change

in the performance in the NPS officers. Although compensation is believed to be greatest motivating factor that lures an employee to an organization and equally inspire to optimally execute his duties, the study findings proved otherwise since a unit change in performance appraisal is rated high as 77.2% compared to compensation which is rated at 14%.

As regard to succession planning within the NPS, a unit change in succession planning strategies resulted in a 6.8%-unit change in performance of NPS officers. This is the least contributory power to the performance of NPS officers and calls for the need to reassess succession planning strategies employed in the NPS since as currently applied, succession planning is not significantly contributing to the performance of NPS officers.

As relates to employee training and development, a unit change in training and development resulted in a 12.6%-unit change in the performance of National Police Service officers. This affirms that by training officers they feel acknowledged, motivated and more satisfied with their jobs and work harder to achieve better performance.

The study findings therefore confirm that putting emphasis on performance appraisal and training and development enhances performance of NPS officers.

This model of regression therefore explains that performance of NPS officers (Y) is a function of a constant (-0.247) plus 0.722 unit of performance appraisal plus 0.146 units of compensation strategy plus 0.68 units of succession planning strategies plus 0.126 units of training and development

## **CHAPTER FIVE**

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

#### **5.0 Introduction**

This chapter gives a summary of major findings of the study, conclusions and recommendations on the effect of Talent management strategies on performance of NPS officers within Nairobi County and highlights important suggestions for further research.

#### **5.1 Summary of the Findings**

This study was conducted on the premise that Talent management strategies had an effect on performance of NPS officers within Nairobi County. The study reviewed both theoretical and empirical literature on Talent management strategies on performance of NPS officers. From the review of related literature, a conceptual framework was constructed based on the objectives of the study to conceptualize the influence of Talent management strategies and performance of NPS within Nairobi County. The hypothesized relationship was then tested empirically using both descriptive and inferential statistics.

Using the conceptual framework together with objectives of the study, the research used primary tools for data collection. Questionnaires for each of the independent variables and the dependent variables were used in this project. The questionnaire was prepared and tested both for reliability using Cronbach's alpha ( $\alpha$ ) and validity (using factor analysis for construct validity) through a pilot study. Questionnaire was the main tool used to collect the primary data for both the independent variables and dependent

variables from officers of the NPS. Multiple linear regression analysis was used to test the combined effect of all the independent variables.

### **5.1.1 Performance Appraisal Strategy and Performance of NPS officers.**

As regards the effect of performance appraisal and performance of NPS officers, the average scores were  $M = 2.468$ ;  $SD = 1.104$ . The standard deviation of 1.104 implied that there was a low variation on the respondents' selection of the listed aspects of performance appraisal. From the study findings, while holding all other factors constant, unit change in performance appraisal brought about 0.772-unit change in performance of NPS officers.

### **5.1.2 Compensation Strategy and Performance of NPS officers.**

In relation to compensation strategy and performance of NPS officers, the aggregate  $M = 2.428$ ;  $SD = 1.115$  implied that there was a low variation in the respondents' selection on the listed aspects of compensation strategy. The mean value is averagely two implying that 40% of respondents were in agreement with the listed statements in as far as compensation strategy at the NPS is concerned. The results reveal an agreement by 51% of the respondents that clearly defined salary scales for each position in the NPS improves officers' performances. The study findings reveal that Lack of Rewards for any overtime work demoralizes the officers lowering their morale optimally perform, 48% of the respondents agreed to it. On whether NPS provision of Fringe benefits like medical cover, holidays and trainings to its officers motivates the officers to perform better, 51% agreed that the strategy influences performances of officers. Holding

all other factors constant, a unit change in compensation strategy resulted in 0.146-unit change in the performance of NPS officers.

### **5.1.3 Succession Planning Strategy and Performance of NPS officers.**

The study found an aggregate Mean= 2.365 and Standard Deviation = 1.097 implying that there was a low variation in the respondents' selection on the above statements on succession planning at the NPS. The mean value is averagely two implying that 47% of the respondents were in agreement with the statements regarding succession planning at the NPS while 53% were in disagreement. Respondents were asked of whether flexible job descriptions offered by NPS to its officers eased their personal growth, experience and improved their performances 48% agreed while 52% were of different opinion. The study further revealed that 47% agreed that leadership roles assigned to officers at any one time helps officers to gain experience and prepare them for the future roles thus motivating them to improve their overall performances while 53% had different opinion. This point to dissatisfaction by most respondents on the current succession management arrangements in the NPS those are not clear as regards the procedure for identification and nurturing of future leaders in the organization. Holding all other factors constant, a unit change in succession planning strategies resulted in 0.68-unit change in the performance of NPS officers.

#### **5.1.4 Training and Development Strategy and Performance of NPS officers**

The study revealed aggregate Mean of 2.475 and SD = 1.109 implying that there was a low variation in the respondents' selection on the listed statements on training and development. The mean value was averagely three implying that 60% of the respondents were in agreement that the listed statements affect performance of NPS officers while 40% were of different opinion. On whether on job trainings offered by NPS enhanced performances, 51% of respondents agreed while 49% were of different opinion, the practices of mentoring and coaching influencing performance respondents agreed 49 and 50% respectively. This implies that this strategy of training and development had enabled the National police service to improve internal efficiency through on and off job trainings which directly contributes to employee development. Equally, it had also promoted coaching and mentoring of Junior officers which enhanced their effectiveness in service delivery that directly enhances their performances. A unit change in training and development resulted in a 0.126-unit change in the performance of NPS officers.

From a table of analysis of variance at an F value of 127.752 at the level of significance of 0.000. This implies that training and development, compensation strategy, succession planning and performance appraisal were good predictors of officer's performance in the National Police Service. Given the p value = 0.000, the model was statistically significant in predicting officers' performance in the NPS.

The Regression model revealed a coefficient of determination ( $R^2$ ) with a value of 0.640 signifying that the independent variables (Training and Development, Compensation Strategy, Succession Planning and Performance Appraisal) accounted for 64% of the changes witnessed officers' performance within the National Police service. All other

factors that have an effect on the performance of NPS officers and which were not concern for this study accounted for 36% of the changes witnessed in officers' performance within the NPS. Such factors were taken care of by way of the stochastic error term in the regression equation.

## **5.2 Conclusion**

Based on the descriptive findings and inferential statistics, the following conclusions are made;

The first objective of the study sought to investigate the influence of performance appraisal strategy on police officer's performance in the Service. Study findings from regression analysis revealed a statistically significant relationship between performance appraisal strategy on officers' performance in the National Police Service. Consequently, the study concludes that performance appraisal strategy significantly influences performance of National Police Service officers in Nairobi County.

The second objective sought to investigate the influence of compensation strategy on the performance of police officers in NPS in Nairobi County. Data revealed a significant influence of compensation strategy on performance of the National Police Service officers in Nairobi County. As regards this finding, a conclusion is made that compensation strategy has a significant effect on the performance of the National Police Service officers in Nairobi County.

The third objective sought to investigate how succession planning affects police officer's performance in NPS in Nairobi County. Study data relating to succession planning was analyzed and findings revealed that the current succession planning strategies in the National police service were not working efficiently and effectively.

Consequently, a conclusion is made that succession planning strategies did not significantly influence the performance of the National Police Service officers in Nairobi County.

The fourth objective of the study investigated the effects of training and development strategies on performance of National Police Service officers in Nairobi County. Study data relating to training and development was subjected to descriptive and inferential statistics and results revealed that training and development had a significant influence on police officer's performance in the National Police Service in Nairobi County. Consequently, the study concludes that training and development strategies had a significant influence on the performance of the National Police Service officers in Nairobi County.

Overall, the findings of this study have demonstrated effectively that talent management significantly influences performance in the NPS. Specifically, the performance appraisal which is a collaborative approach in enhancing the competencies of the personnel was found to be crucial in improving performance. The feedback from the appraisal inculcates high responsibility in the personnel. In addition, the motivation achieved from the compensation is an aspect that makes the officers to be committed to their work hence improved performance. However, although succession planning has the capacity to enhance performance, this appears not to be working well for the officers. There is need therefore to enhance succession planning to make it more predictable for the officers.

### **5.3 Recommendations**

From the findings, it is clear that the performance appraisal is highly valued as a talent management tool for effective performance since it creates awareness among the employees by ensuring that they are aware of what they are expected to do and that what they do will be measured. The study recommends that all efforts towards performance appraisal start with an all-inclusive and collaborative step towards establishing clear objectives for the employee followed by an action plan that that the employee is expected to execute in achieving both own professional set targets and firm. It is further recommended that officers are provided with clear objectives as a valuable guide that not only provide direction towards work performance but also provides the focus needed to enable the employee to prioritize key areas of their job description to enhance performance. Further still, officers need to be provided with feedback regarding their work performance that enables them to adjust to fit in the organizational expectation. In addition, being aware that they are being measured motivate them to work harder since their professional development dependent on what they score in appraisal.

As regards the compensation strategy, it is recommended that the NPS develops, refines and maintains a system of recognizing the officers' efforts in accomplishing their tasks, while ensuring a fair playground for both employee and employer. The ultimate goal is officer lured to the organization and inspired to optimally execute his duties while aware that there is a reward for good performance since empirical literature suggests that employee compensation and reward is important to nurture talents and foster retention of good workers. As currently formulated, Police Salaries and allowances are not

commensurate with the high costs of living which has seen many of the existing police service officers resign in search of better opportunities. This calls for deliberate efforts directed at improving employee compensation package in the National Police service so as to enhance retention of good officers with the ultimate goal of enhancing the overall productivity of the NPS

In relation to succession planning within the NPS, the study revealed the need to do more and improve succession planning efforts. It is recommended that the NPS identifies and nurtures potential future leaders and introduces them the relevant leadership experiences that would prepare them for future leadership roles. This process is also important in developing a talent pool within the organization and ensure continuity. Efficient, effective and self-driven planning for succession positions the National Police Service is in a better position to deal with any uncertainties that may arise as a result of resignation, death or retirement of senior officers, hence the need to have a well-crafted succession planning strategy that is tailored on empowering potential leaders through identification of skilled, self-driven and competent workforce for coaching and mentoring to fulfill future leadership roles.

As pertains employee training and development, it is a key concept of the human resource development activity embraced by many organizations to boost performance. It is recommended that training programmes be formulated to bring about attitude change, intellectual stimulation and proficiency of police officers in their work performance. Such training programmes need to be planned after training needs analysis is undertaken to identify gaps in skills level of officers that require training to boost performance

#### **5.4 Suggestions for Further Research**

This present study looked into talent management and its influence on performance of the National Police Service officers in Nairobi County.

A similar study may be conducted in other regions of the Country to determine how talent management affects employee performance and findings compared to those of this study. This will widen knowledge on the influence of talent management strategies on the performance of the National Police Service officers generally and will stretch the frontiers of knowledge as regards the nexus between talent management and employee performance in the public sector generally.

This study revealed that succession planning was not working well within the National police service. A study needs to be done on the influence of succession planning on the performance of National police service officers with the aim of documenting the aspects of succession planning that were not well matched to productivity within the National police service. This will enable the service to craft succession planning strategies that will assure the organization of continuity and improved performance.

Lastly, it is suggested that a study be undertaken on the influence of organizational culture on the performance of National police service officers. This is because culture is about the way of doing things in an organization that encompasses policies, procedures and guidelines. This may inform the basis for improved performance of the National Police Service.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

Dear sir/madam,

**RE: REQUEST FOR PARTICIPATION IN RESEARCH STUDY**

My name is Kangogo Kemboi Reuben pursuing a course in Masters of Arts (Leadership and Security Management) of Kenyatta University. My research study is on effect of talent management strategies on performance of National Police Service officers within Nairobi County.

It is in this regard that I humbly request for your participation in filling this questionnaire. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for academic purposes.

Yours Faithfully,

**Reuben Kemboi Kangogo**

## APPENDIX II: RESEARCH WORK PLAN

The table below provides the anticipated time frame for conducting the study.

Activity	Sept 20'	Oct 20'	Nov '20'	Dec '20'	Jan '21'	Feb '21'	March '21'
Proposal writing							
Submission of Proposal & oral defense							
Data collection and Analysis							
Submission of full thesis							

**Source: (Researcher, 2020)**

### APPENDIX III: BUDGET

Activity	No. of Units	Cost per Unit (Kshs)	Total Cost (Kshs)
Stationery	8 reams of printing Paper	500	4000
Communication	Approx. 30 people	50	1500
Secretarial services	-	-	5000
Reproduction cost	80	44	8000
Consulting cost	-	-	5000
Research Assistants	2	2000	5,000
Grand Total	-	-	28,500

**Source: (Researcher, 2020)**

## APPENDIX IV: QUESTIONNAIRE

### Instructions

This questionnaire consists of three sections; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

### Section A: DEMOGRAPHIC INFORMATION

#### 1. GENDER

Male [ ]

Female [ ]

#### 2. AGE BRACKET

20-30 Years [ ]

31-40 [ ]

Above 40 Year [ ]

#### 3. HIGHEST LEVEL OF EDUCATION

Secondary Level [ ]

Diploma level [ ]

Bachelor's Degree [ ]

Master's level [ ]

#### 4. RANK IN SERVICE;

Senior superintendent [ ]

Superintendent [ ]

Assistant superintendent [ ]

Chief inspector [ ]

Inspector [ ]

- Senior sergeant ( )
- Sergeant ( )
- Corporal ( )
- Police Constable ( )
- Others; (please specify) .....

**SECTION II: TALENT MANAGEMENT STRATEGIES ON PERFORMANCE OF NPS OFFICERS**

**PERFORMANCE APPRAISSAL STRATEGY ON PERFORMANCE OF NPS OFFICERS**

The statements below relate to performance appraisal and its effect on performance of NPS Officers. Please indicate your opinion in the given scale: 1. strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly agree

6. (a) To what extent does performance appraisal affect performance of NPS Officers?

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
NPS clearly defines roles for officers which motivate them to work better.					
Best practices adopted from performing sub counties through benchmarking are shared with officers motivates them to perform better.					
The regular feedback provided to officers by their supervisors in NPS improves their efficiency and performances					
Lack of targets to every new officer has led to freelance in performing their duties.					

(b) In your view, does performance appraisal affect performance of the National police service officers?

- 1. Not at all [     ]
- 2. Small extent [     ]
- 3. Moderate extent [     ]

4. Great extent [     ]

5. Very great extent [     ]

(c) Explain your answer in (b) above

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(d) Do you think it is essential to always review the prevailing performance appraisal process to boost the performance of officers?

1     Not Important [     ]

2     Less Important [     ]

3     moderately Important [     ]

4     Important [     ]

5     Very important [     ]

(e) Explain your answer in (d) above please

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**COMPENSATION STRATEGY ON PERFORMANCE NPS OFFICERS**

7. Does the National police service have a reference document on the laid down compensation package for each cadre?

(i) Yes [       ]

(ii) No [       ]

8. Please indicate your views in the following statements

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
clearly defined salary scales for each position in the NPS improves performances					
Lack of Rewards for any overtime work demoralizes the officers lowering their morale to perform better.					
Providing incentives and rewards annually to the best performing officers has greatly encouraged them to perform better.					
NPS provide Fringe benefits like medical cover, holidays and trainings to its officers which in a way motivates the officers to perform better.					

**(III) SUCCESSION PLANNING STRATEGY ON PERFORMCE OF NPS OFFICERS**

9. Do you think training of junior officers to take up future leadership has an effect on the performance of NPS Officers?

- 1. No effect [        ]
- 2. Less effect [        ]
- 3. Moderate effect [        ]
- 4. Great effect [        ]
- 5. Very great effect [        ]

10. Tick as appropriate to you

Statement	Strongly Disagree	Tend to Disagree	Not sure	Agree	Strongly Agree
Special projects assignments given to potential leaders in NPS has greatly reduced their efficiency and performances of officers.					
NPS offers Flexible job descriptions to officers which has eased their personal growth, experience and improved their performances.					
The knowledge and skills acquired through regular training of officers in					

NPS isn't enough to improve their performances.					
NPS assigns leadership roles to officers at any one time. This helps officers gain experience and prepare them for the future roles, thus motivating them to improve their overall performances.					

11. (a) To what extent does the current succession planning process in the National Police Service affect the performance of NPS officers?

- 1. Not at all [    ]
- 2. Less important [    ]
- 3. Moderately important [    ]
- 4. Great extent [    ]
- 5. Very great extent [    ]

(b) Explain your answer in (11a) above please

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**(IV) TRAINING AND DEVELOPMENT STRATEGY ON PERFORMANCE OF NPS OFFICERS**

12. (a) Do you think it is important to embrace training and development in the National Police Service?

- |   |                      |   |   |
|---|----------------------|---|---|
| 1 | Not Important        | [ | ] |
| 2 | Less Important       | [ | ] |
| 3 | Moderately Important | [ | ] |
| 4 | Important            | [ | ] |

(b) Explain your answer in (12a) above please

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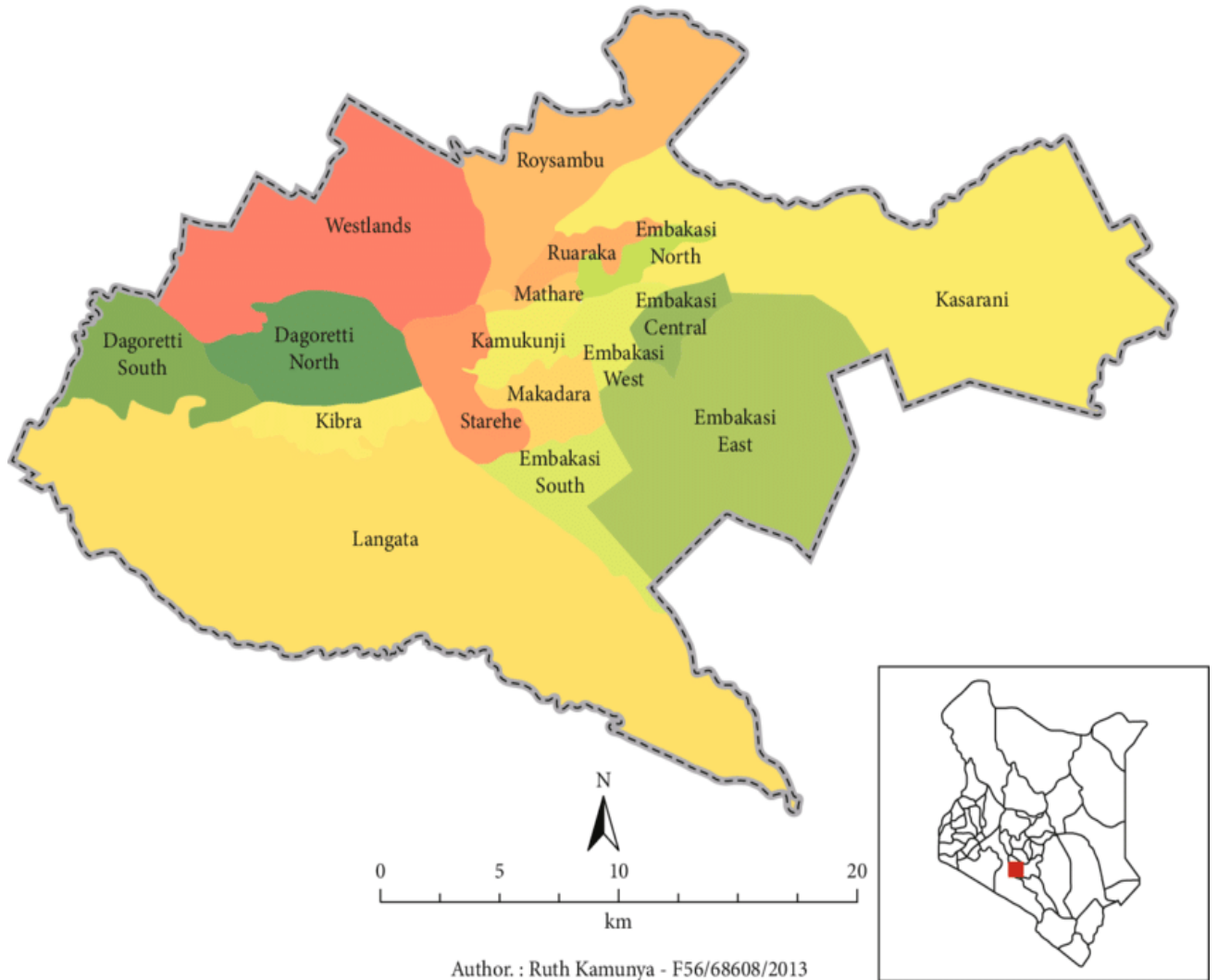
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13. Please tick as appropriate to you

Statement	Yes	No	I don't know
On job trainings offered to all officers in NPS isn't enough to enhance their job performances.			
NPS sponsors Off job training to officers on request which enables them acquire skills that promote efficiency in officers' performances.			
Coaching lessons offered by the experienced and long serving officers to the junior officers inculcates skills that enhance their performances.			
The Mentoring done to junior officers in the National police service has in a little way developed new officers for future management positions			

## APPENDIX VI: MAP OF NAIROBI CITY COUNTY

Study area – Nairobi City County



Author : Ruth Kamunya - F56/68608/2013

**Constituency**

- |   |  |
|---|--|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50; border: 1px solid black; margin-right: 5px;"></span> Dagoretti North  | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFEB3B; border: 1px solid black; margin-right: 5px;"></span> Kibra     |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #66BB6A; border: 1px solid black; margin-right: 5px;"></span> Dagoretti South  | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFCC80; border: 1px solid black; margin-right: 5px;"></span> Langata   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #81C784; border: 1px solid black; margin-right: 5px;"></span> Embakasi Central | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFB74D; border: 1px solid black; margin-right: 5px;"></span> Makadara  |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #A1887F; border: 1px solid black; margin-right: 5px;"></span> Embakasi East    | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FF9800; border: 1px solid black; margin-right: 5px;"></span> Mathare   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #C8E6C9; border: 1px solid black; margin-right: 5px;"></span> Embakasi North   | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FF5722; border: 1px solid black; margin-right: 5px;"></span> Roysambu  |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #E0E0E0; border: 1px solid black; margin-right: 5px;"></span> Embakasi South   | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FF9800; border: 1px solid black; margin-right: 5px;"></span> Ruaraka   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFF9C4; border: 1px solid black; margin-right: 5px;"></span> Embakasi West    | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FF5722; border: 1px solid black; margin-right: 5px;"></span> Starehe   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFF9C4; border: 1px solid black; margin-right: 5px;"></span> Kamukunji        | <span style="display: inline-block; width: 15px; height: 15px; background-color: #FF5722; border: 1px solid black; margin-right: 5px;"></span> Westlands |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #FFF9C4; border: 1px solid black; margin-right: 5px;"></span> Kasarani         |  |

**APPENDIX VII: RESEARCH PERMIT**



**REPUBLIC OF KENYA**

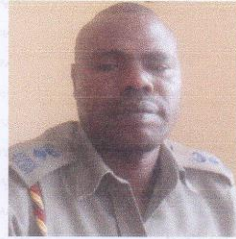


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Date of Issue: **30/March/2021**

**RESEARCH LICENSE**



**This is to Certify that Mr.. REUBEN KANGOGO KEMBOI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: TALENT MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN THE NATIONAL POLICE SERVICE, IN NAIROBI COUNTY KENYA for the period ending : 30/March/2022.**

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**544395**

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