

**ANALYSIS OF WOMEN PERFORMANCE IN THE ADMINISTRATION
POLICE SERVICE: A CASE OF ADMINISTRATION POLICE SERVICE
HEADQUARTERS, NAIROBI COUNTY**

BY

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DECLARATION

This Research Project is my original work and has not been presented to any other University.

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APPROVAL

This research project has been submitted with our approval as Kenyatta University supervisors.

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ABSTRACT

This study sought to analyse the performance of police women officers in the Administration Police Service (APS) headquarters in Nairobi County. Specific objectives of the study included: examining the nature of work performed by police women in Administration Police Service Headquarters, assessment of the effect of deployment policy on performance of Administration Police Service women, finding out the psychosocial factors that influence performance of APS women and analysing challenges facing police women in APS Headquarters. The study was guided by the Radical Feminist and African Feminist theories. The Radical feminist theory assumes that women are vulnerable and dependent on men due to their biological hazards. African Feminist theory postulates that women are perceived weaker due to their social roles in the patriarchal world and they are largely associated with gendered roles like taking care of children and home keeping while men are associated with public roles. The study adopted a descriptive research design and disproportionate stratified sampling. The target population was 100; 50 APS police women, 35 selected policemen deployed at the APS headquarters in Nairobi County and some (15) men sampled from the family members of the police women. The targeted population was categorized into five (5) levels whereby disproportionate stratified sampling technique was adopted for the police women, while random sampling technique was adopted for the remaining levels. Further, the sample size had five levels, where four levels were from APS; police women, policemen in senior management, middle management and the lower level management, while the other level was some men from the family members of APS police women within Nairobi County. Primary data were collected through structured questionnaires and interview guides and it was supplemented by secondary data obtained from library research. After collection, data was coded, tabulated and interpreted in relation to research objectives and questions. Data Processing was done and presented in the form of percentages, tabulations, charts and frequency. Data analyses were both quantitative and qualitative whereby qualitative data findings are presented in a narrative form. The research established that women are excluded from police roles due to biological hazards i.e. pregnancy, menstrual cramps, childbirth, breastfeeding and child rearing. Moreover, there are numerous challenges affecting police women performance in the Administration Police Service Headquarters. These includes: being perceived as weaker sex, intimidation from seniors officers, lack of mentorship, low self-esteem, sexual harassment, inadequate opportunities for participation in policy formulation, interactional obstacles, unreported domestic violence, not being given sufficient time to nurse children and inadequate housing. To address these challenges the study recommends formation of APS women's network committee for mentorship and gender mainstreaming trainings within Administration Police Service.

DEDICATION

I dedicate this research project to my dearest parent (Mr. Patrick and Joan Wabwile), brothers and sisters for having given me support that I required up to this level and being my source of strength.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIG	Assistant Inspector General
APF	Administration Police Force
APS	Administration Police Service
APTC	Administration Police Training College
CIP	Chief Inspector
CoA	Chief of Administration
CoK	Constitution of Kenya
DIG	Deputy Inspector General
GBV	Gender Based Violence
GoK	Government of Kenya
IG	Inspector General of Police
IP	Inspector
IPOA	Independent Police Oversight Authority
LAI	Legal Affairs and Inspection Directorate
LoK	Laws of Kenya
NPS	National Police Service
NPSC	National Police Service Commission
SSO	Service Standing Orders

DEFINITION OF OPERATIONAL TERMS

- Female Biological Hazards:** Pregnancy, menstruation, childbirth, breastfeeding and child rearing.
- Deployment:** Movement of a police officer from one station to another for a specific assignment.
- Line managers:** Middle Level Managers, in this case the members of Inspectorate who are police officer of the rank of Inspector and Chief Inspectors.
- Macho:** Derived from Kiswahili to mean being alert, to have high self-esteem and projecting a prestigious police image.
- Officer:** Administration police officer of any rank appointed to serve as a police officer in the Administration Police Service.
- Ostracized:** Not being accepted by the Service.
- Performance:** The standards to which Administration Police officers (both men and women) are expected to execute their duties, the ethical principles and values that they uphold. In this study reference is made to women Administration Police Officers.
- Police women:** These are women working in the police and have undergone the basic police recruits' course and successfully completed it.
- Psycho – Social Factors:** Factors that affect an individual psychologically and/or socially e.g. affecting physical health and personal safety.
- Sentry:** A person deployed to keep watch

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The core mandate of the Administration Police Service (APS) is provision of assistance to the public when in need, maintenance of law and order, preservation of peace, protection of life and property, provision of border patrol and border security, provision of specialized stock theft prevention services, protection of government property, vital installations and strategic points as may be directed by the Inspector – General (IG), rendering of support to Government agencies and apprehension of offenders (Sec. 27, NPS Act). Globally, different factors influence women's recruitment into the police. In Afghanistan, the police force recruits and retains women for family response purposes and to fight crime and stigma (Tuba, 2013). In the USA women are recruited to satisfy statistical government requirements (Samuel, 2005). In England they are recruited because they bring special qualities and attributes to police work such as communication skills and maturity (Heidensohn, 1992) and also they are viewed as mothers with badges whose duties involve patrolling dance halls to keep tango dances at-least 10 inches apart and patrolling beaches to stop clandestine activity (Lee, 2001). As for India, women police are deployed and strengthened so as work with children, women and to perform social service roles (Rao, 1993).

In the Kenyan Police force, police women are deployed to operational areas to boost the morale of policemen, they also act like their nurses and they carry out office chores (Kenya police force standing orders), at the same time they are recruited to fulfill certain legal duties, for instance to search women prisoners in custody (Kenya Police Service Strategic Plan, 2003-2007). Besides, women in Kenya are recruited in response to the affirmative action and legislation requirement (COK, 2010). Previously, women police officers were enlisted in the service to perform any other duties that could be performed by men such as entertainment, keeping the officers and its environment clean, mentoring junior officers and new recruits as well as being available to be utilized for miscellaneous duties.

It is against this background that there have been attempts by the APS headquarters to enforce the affirmative action during appraisal of their officers and initiating the drafting of APS Gender policy.

The Administration Police Service (APS) belongs to the executive arm of the Government and it was established under Article 243(2b) of the Constitution of Kenya, 2010 (COK) as a component of the National Police Service (NPS). Its main function is to offer internal security. Before the promulgation of the Constitution on 27th August, 2010 APS was referred to as Administration Police Force (APF) and was established under the Administration Police Act Chapter 85(Repealed) Laws of Kenya (LOK). Before 2010 the Commandant of APF was in charge of the Administration Police Force (APF), but currently it is being headed by Deputy Inspector General (DIG) of APS who is answerable to Inspector General (IG) of NPS (Article 245 – Constitution of Kenya, 2010).

The origin of the APS can be traced back to around 1902 with the enactment of the Village Headman Ordinance by the colonial government in Kenya. In 1929, the Tribal Police Ordinance was enacted to give legal backing to the Native Police. In 1985, the Administration Police Act was enacted and the Tribal Police Ordinance was repealed (APS Strategic plan, 2009-2013). After Kenya's independence in 1963, through to 1980s and 1990s, the APS expanded its establishment and specialized units such as the Security of Government Buildings [SGB], Rapid Border Patrol Unit (RBPU) and Rapid Deployment Unit [RDU] were created. (Administration police Strategic plan, 2009-2013).

The first woman officer was recruited by the APS in the year 1986 and her major role was to work as a nurse at the Administration Police Training College (APTC). The second group of 47 women officers joined APS in the year 1987 and they were recruited from the Kenya Africa National Union (KANU) band when it was dissolved. They had

received some basic paramilitary training from APTC; therefore they were brought on board. Their recruitment to APS was to ensure their job security (Richard, 2013).

In 2001 APS began to officially recruit Women into the Service as Police Officers to perform the core functions of policing which are: maintenance of law and order, preservation of peace, protection of life and property, provision of border patrol and border security, provision of specialized stock theft prevention services and protection of Government property, vital installations and strategic points (Sec. 26 of NPS Act).

In 2005 the APS focused on high level human resource capacity through recruiting of graduates. These included men and women with training in areas such as; Law, Engineering, Nursing and Education (teachers). In addition, APS enhanced in-service training for those already in the service with the aim of enhancing capacity of both men and women to adequately carry out their mandates.

The APS training is both for men and women who are trained on equal standards, though previously it used to be a paramilitary style of training until 2012 when a new police curriculum was developed which emphasizes on the acquisition of appropriate skills for both genders and which adheres to the concept of police professionalism and gender sensitivity (Police Recruits Curriculum, 2011).

The Administration Police Service Headquarters Directorates were formerly used to be housed at 4th Floor at Harambee house in Nairobi City County located at Harambee Avenue. But due to its expansion in mandate and establishment which led to its recognition in the Kenya Constitution, 2010, they were relocated to Jogoo House “A” at Nairobi City Square along Harambee Avenue whereby it occupies the right wing of ground floor, first floor and Second floor. The headquarter has nine (9) Directorates which include: Training and Reforms, Legal Affairs, Chief of Staff/Service Armourer, Planning, Research and External Linkages, Signal and information Systems, Directorate of Logistics, Human Capital Management, Operations Intelligence, and Security

Operations Directorate. Amongst all these directorates, only one is headed by a police woman. Therefore, this study sought to establish the performance of women in APS.

Makori, Lidava and Gaunya (2016) did a study on challenges facing female police officers in service delivery in Kenya. Their study focused on the challenges facing Administration Police Service women deployed in Western region of Kenya. Similarly, Karanja (2014) researched on the appraisal of police reform under the new Legal Framework in Kenya; towards an effective Policing Policy. Karanja's study focused on the causes of slow pace enactment of essential legislations to speed up the reform process and the challenges facing implementation of existing laws. Though these studies focus on the police, little has been done on police women performance in Administration Police Service.

1.2 Statement of the Problem

As noted in the background women have been recruited into APS since 1986. They are trained alongside men and deployed to perform similar duties to those allocated to men. However, initial pilot study indicated that women are excluded from some of the core functions of APS. This study therefore sought to examine the policies that govern women deployment in APS. In addition, it was important to establish the determinants of their performance at the APS Headquarters and challenges that they face.

1.3 Objectives of the Study

- i. To establish the nature of work performed by police women in Administration Police Service Headquarters.
- ii. To assess the effect of deployment policy on performance of women in Administration Police Service Headquarters.
- iii. To find out the psycho-social factors that influence performance of women in Administration Police Service Headquarters.
- iv. To discuss challenges faced by women in APS Headquarters in performing the duties assigned to them.

1.4 Research Questions

This study was guided by the following research questions:

- i. What is the nature of work performed by women in Administration Police Service (APS) headquarters?
- ii. Does deployment policy affect the performance of women in Administration Police Service headquarters?
- iii. What are the psycho-social factors that influence the performance of women in APS headquarters?
- iv. What are the challenges faced by women in APS Headquarters when performing the duties assigned to them?

1.5 Research Premises

The premises for this research were as follows:-

- i. Women in administration Police Service are mainly allocated office duties.
- ii. Women in Administration Police Service are affected by deployment policy.
- iii. There are psycho-social factors that affect women performance in Administration Police Service.
- iv. The main challenge facing police women performance is lack of role models

1.6 Justification and Significance of the Study

This study is justified by gaps in other scholarly works whereby the performance of APS police women has not been systematically addressed. It focuses on APS police women performance because formerly, APS was male profession. The APS headquarters was selected as the area of study because the highest ranking police women are deployed there.

Besides, the results obtained in this research may help policy makers to come up with good comprehensive policies that enhance women performances in male dominated professions. Also, it is hoped that the findings of the study could be used to inform efforts

aimed at promoting gender equality and equity within the National Police Service which are widely acknowledged as essential components of effective economic and human development strategy.

Moreover, this study could also be resourceful in understanding the degree to which deployment policies contributes to police women performance and direct capacity building for police women in APS.

1.7 Scope of the Study

The study covered the period from 1990s' to 2013 within APS headquarters in Nairobi County, Kenya and this period of study was preferable because the first women integration into APS headquarters was done in 1990s and the headquarters does have the largest number of women deployment within the Republic (APS Annual Report, 2014). Additionally, being a principal administrative office, the researcher was able to establish exactly what was happening across the country.

1.8 Limitations of the Study

The study delimited itself to the analysis of police women performance in Administration Police Service. The study dwelt on the nature of work performed by APS police women, psycho-social factors that influence their performance, the deployment policy and challenges faced by police women in APS. The study was carried out at Administration Police Service Headquarters in Nairobi County.

CHAPTER TWO: REVIEW OF RELATED LITERATURE.

2.1 Introduction

The study reviews literature that has analysed women performance in the police. This was important in order to understand the factors that contribute to service delivery of women police officers. The following components are used in the review: nature of work, deployment policy, psychosocial factors and challenges faced by police women.

In 2000, Kenyan Government did formulate a National Policy on Gender and Development as a framework for the state to reduce gender imbalance and inequalities. This policy framework recognizes that equality between women and men is in fact a matter of human rights and development. It underscores the need to focus on empowerment approaches that improves the understanding of essential relations within and across sectors. Further, it underscores legal, political, social and cultural factors that perpetuate inequalities. Due to this policy, in 2001 APS made its first deliberate recruitment of women into police service.

2.2 Empirical Review

2.2.1 Nature of Work on Performance of Police Women

The Administration Police Service (APS) has taken critical steps to redress what was predominantly a man organization to one which properly reflects society by recruiting women officers. It is noted that the first police woman who joined APS in 1986 had an exceptionally good performance as she had joined the service as a professional. Equally, those from KANU Band who joined in the year 1987 also displayed good performance in terms of discipline and integrity and they continued to act as mentors and role models to young women officers joining the service since they had risen to command level and were deployed to the field where they had excelled in their duties (APF Commandant, 2010).

Research shows that in Namibia, police women are utilized in community policing which characterizes modern policing where emphasis is given to teamwork and communication with the communities by use of less authoritarian style of policing in solving problems (Becker, 2003). Police women are viewed as being understanding and patience as they respond quickly to distress calls hence preferred by battered women and perform better in domestic violence cases.

According to Nelson (2015), in Australia women are recruited in the police to assist the traffic at school crossings and teach children about road safety. They are confined to these duties because they are presumed to lack competency to perform the general duties of a policeman as they lack the stamina and physical strength to deal with thugs and fights. Police women are not considered as equals; it was thought they need protection and are unable to support colleagues in a crisis. Despite integration, discriminatory attitudes and work practices are entrenched. The senior officers believe police women are unsuitable for particular duties and opportunities for promotion are therefore limited. The impact results in lowered confidence and expectations on the part of police women (Paul White, 1996).

In New York women and men officers perform similarly as they both use the same techniques to gain and keep control but women are unlikely to use force or to display weapon (Archbold, Carol, Kimberly, Hassell and Stichman. 2010). However, police women are judged by civilians to be more competent, pleasant and respectful than their male counterparts though they are less likely to participate in strenuous physical activity. They further state that although women are given equal opportunities in patrol performance, they are still rooted in the discrepancy in deployment as they are often assigned to traditionally female duties such as police matrons to care for women and children in police custody.

According to Susan (1996), in USA, researches have shown that both police women and policemen are equally capable of successful performance as patrol officers and patrol is

one of the core functions of policing. Women officers rely on a style of policing that uses less physical force; hence they are better at resolving and reducing potentially violent confrontations with citizens and are less likely to use excessive force. Furthermore, police women often possess better communication skills than their men counterparts hence better in aiding the collaboration and trust required to implement a community policing model.

The demands of the law enforcement profession can be met successfully by both police women and policemen. Joseph (1988) notes that not all women are capable of handling all that pertains to police work though in particular respects, at least, women are better suited for police work than men. Furthermore, police women regularly respond more commendably to cases of violence against women, a crime that is prevalent in the community.

The level of performance of police women in solving crimes against women and children is higher than that of the men (Carmel, 1996). Hence this indicates the seriousness and dedication of police women in performing their tasks as law enforcers.

Policewomen deal with domestic violence and juvenile affairs more effectively, hence are more suitable to women and children who have been victims of the offenses committed by men (Lonsway, Moore, Harrington, Smeal & Spillar, 2003).

Police work often involves physical danger and requires some physical strength. But there are feminine values such as collaboration, Interdependence, flexibility and understanding that are associated with successful policing which the foregoing literature does not bring out well.

2.2.2 Deployment Policy on Police Women Performance

In accordance with Section 6 (1) of the NPS Act, it provides that the NPS shall be deployed in Kenya for the performance of the functions specified in the Constitution.

Section 6 in Chapter 3 of the Service Standing Orders states that APS shall be deployed throughout the Republic for the discharge of the functions with which it is charged.

According to Ransley (2009), there is a feeling among senior APS officers that police women tend to inject an element of indiscipline in the hierarchical police set up because of improper deployment systems for them, they become easily frustrated and discontented. Posting is perhaps the most important and the most highly misused. There is hardly any justice in the posting right from a constable to a Commissioner of Police (CP). Some police women never get posted to general duty and/or core functions except for non-core functions. Thus, they are never associated with any serious police work and in due course they become useless hence key failures in achieving the APS mission. The only consideration for the transferor is how much the transferee would benefit one in achieving what he/she wants to (Commandant APTC, 2012). The work entrusted to the police seems to be very tiring and irregular. The irregularity in the work is aggravated by frequent transfers either as a punishment or to satisfy the selfish needs of the politicians. This seems to create a lot of problems because by the time one gets acquainted with the place, he/she is transferred. It makes life more stressful (APS Strategic plan, 2009-2013).

Research has also indicated that police women are more likely to be allocated supportive police tasks with men more likely to be allocated leadership responsibility like criminal investigations than women (Brown & Heidensohn, 2000). There is need to have a transparent deployment policy which should be sustained irrespective of change in the management.

In another study on Australian Police by Paul White (1996), He found that unlawful deployment on the grounds of sex still occur, and duties are restricted due to physical considerations. He established that police women are constrained and polarized by the dominant male hierarchies in policing. He further notes that often, the negative attitudes held towards police women by male supervisors affect the deployment decisions. This has led to dampened expectations by police women and a lessening of their confidence.

Paul states that a lack of opportunity created by limited deployment, as well as a decrease in confidence and commitment brought about by the host of negative evaluations, make police women to become under-achievers.

Work opportunities and deployment of police women are highly affected by attitudes whereby police women are often used to meet particular needs of dealing with female victims and offenders, i.e. they are often assigned to search female prisoners (Susan E., 1996). As to whether this still occurs is the gap this study sought to fill by analysing the deployment policy on police women performance.

2.2.3 Psycho – Social Factors on Influence on Police Women Performance

The psycho-social factors affect an individual psychologically or socially. Thus, the psychological well-being, safety, physical health and efficiency at work are the most important factors for any police service to put into consideration. Police women may feel socially isolated on the job hence more stressed as it male dominated. The job of a police officer makes great demands on the mental, emotional and physical capabilities, often so stressful /that they begin to destroy the individual officer (Abdollahi, 2002).

There is a code of silence within the police subculture which tends to protect the ‘macho’ image of the police whereby its members are expected to follow. It tries to uphold the notion that time and self-control is sufficient to overcome all line and of duty sufferings. While the reality is otherwise: the shock of each tragedy and violent event takes its psychological cumulative toll on each police officer in some way or another. The truth is that this notion alone cannot heal all the wounds of police victimization. For most traumatized police who do not receive treatment, this toll can lead to a wide range of symptoms.

a) Psychological Factors

Stress is one of the psychological factors that affect police women performance; According to Oxford dictionary this is a state of affair involving demand on

physical or mental energy. A condition or circumstance (not always adverse), which can disturb the normal physical and mental health of an individual.

The societies believe that these specially selected, trained and experienced police are better able to cope with the unique stressors of their profession than the common citizen (Lipp, 2009). There is also secondary traumatic stress, whereby a person can be traumatized without actually being physically harmed or threatened with harm. They are traumatized simply by learning about a traumatic event.

The scope of occupational stress for instance supervisory stress, hazards of occupation and women related stress presents a strong negative relationship with psychological well-being of police women (Wexler & Logan, 1983). The police women are exposed to routine stressors which are as a result of their occupation for example working during holidays, no breaks during working time, dealing with numerous demanding situations, facing conflicts with public, shift work which negatively impact on their well-being (Abdollahi, 2001)

In some parts of the world, issues that affect job satisfaction of police officers include “repeatedly dealing with death, serious injury, horrific crime scenes, the need to be constantly alert whether on or off duty and being ostracized by communities, friends and family” (Harma, 1993). The manners of coping, managing and psychological adjustment of stress by workers influence their job satisfaction. Aggression is another psychological factor that is manifested through hostile behaviour which could offend or upset other individuals. These could be probably through physical attack against individuals or their possessions or verbal abuse.

Another factor is the suicidal ideation, which is having a thought about suicide; some may be detailed as a well formulated plan, without in-fact the suicidal act itself. Though most people who undergo suicidal ideation do not commit suicide,

some of them go on to make suicide attempts or take their lives in the long run. Some officers while on off-duty may take their own life using their service weapons as a result of police burnout. The occurrence of suicide ideation is considerably high among police women with higher depressive symptoms and increasing day shift hours. It's likely that police women may feel more nervous and stressed in a daytime shift, because of more opportunity for conflict and a negative environment (Ali, 2006). According to Akersatdt and Folkard (1997), night shift forces workers to try and remain alert for a prolonged length of time and this prolonged period of wakefulness may compound the performance though that occurs as a result of the daily rhythm.

b) Social Factors

Reichers and Schneider (1990) define the organizational climate which is one of the social factors as the shared perception of the way things are. Occupational stress has a negative influence on the psychological well-being of police women. Police women who experience high levels of occupational stress are more likely to have poor psychological well-being and develop minor psychological distress.

Police women lack job satisfaction whereby there is unfavorable job attitude due to lack of interest in their job and because of choosing police work due to family situation and poor financial status, hence they are not satisfied with their job and in the end they perceive distress in all aspects of their job which they are exposed to, resulting in poor mental health (Pasillas, Follette & Perumean-Chaney, 2006)

Finally, on social factors is job involvement which has been defined as an individual's psychological identification or commitment to his/her job (Kanungo, 1982). This involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 1965). In addition to police men's negative attitudes, women face a number of other major socially structured problems that are inherent in the larger society and are played

out as well in policing. These include family responsibilities (Brookshire & Martin, 1980)

Natarajan (2006) notes that in Papua New Guinea, police women are struggle with the demands and constraints of working with men in the modern workplace that is anchored to a traditional society which supports a gender division of labour where women and men continue to have distinct spheres of influence. Police women in Papua New Guinea see themselves as moral agents within the constabulary and as such, it is difficult for them to be appraised. Some police women are able to draw on both masculine and feminine attributes in their police work. These police women emphasize the qualities that women can bring to policing and they believe in themselves that they are more competent than men and, therefore, more than just women.

According to Megan (2011), there are different security and justice needs of men, women, boys and girls which need to be responded to effectively. Therefore, the security sector institutions must have sufficient personnel (including the women), who are rightly trained and well equipped with modern equipment. Preventing and responding to crimes of gender-based violence (GBV), in particular, require special training and procedures. The attitudes of families are very important, as gender bias and discrimination by them within the security sector institutions are key barriers to delivery of security and justice services.

2.2.4 Challenges on Police Women Performance

A lot of challenges arise when women police officers move into new assignments and supervisory positions. In fact, up in the organizational hierarchy, they encounter challenges to their authority from men who may tolerate working with them but resist working for them (Susan, 1996). Women police officers often ponder on the question of how to overcome the limits of the glass ceiling like women managers in other occupations. When women get promoted, they encounter not only the difficulties faced

by all new supervisors (i.e., adopting an effective supervisory style and thinking like management), but added dilemmas in trying to resolve gender issues as supervisors (Harriman, 1985).

There are no and/or fewer opportunities for women to participate in forming police policies on family responsibilities and sexual harassment hence most formulated policies are not preferable to them. There are doubts about competence and self-worth of women police officers, (Glaser and Saxe, 1982), thus not appointed to senior positions. The percentage of women to men police officers is too small hence they suffer the consequences of tokenism (Kanter, 1977). They are highly visible as tokens which lead to performance pressures that leave little room for error.

Sexual harassment precisely constitutes sexual discrimination within the meaning of the law (MacKinnon, 1976). Just like women in any other occupations, women police officers faces sexual harassment at work place. In Zambia, an academic research by Ngandu (2010) revealed that sexual harassment is wide spread and a major challenge. It leads to reduced productivity in an organization and to some extent loss of good female employees who are not ready for confrontations and harassments. Sexual harassment triggers job dissatisfaction, performance decline and high turnover rates among employees. She further found that sexual harassment affects female employee psychologically whereby they eventually suffer from low self-esteem, depression and lack of confidence in service delivery. These findings concur with Karega (2002).

Further, Heidensohn (1992) observes that several police women experience sexism, by being addressed as 'gentlemen' at meetings, abuse, hostility and conditional acceptance. Other negative expressions include anti-female remarks, comments about the sexual orientation of police women, hostility, put-downs and the use of affectionate terms. That the extent of sexual harassment at workplaces is related to the sex ratio of the occupation, thus women in a male dominated profession experience more of sexual harassment than women in female dominated jobs (Anderson, 2006).

The issues of the norms and expectations of appropriate behaviour for police which are associated with enacting masculine behaviour pose a challenge to women entering this occupation. On one hand, as police, they are expected to display masculine behaviour in interacting with fellow workers as peers; on the other hand, as women, they are expected and pressured to display feminine behaviour including deference to men which is deemed inappropriate for an officer (Goffman, 1956).

Women police officers encounter interactional obstacles and gendered image that marginalizes them. They are mostly treated as outsiders, sexual objects, targets of men's resentment and competitors who threaten to change the rules of officer interaction. Women's social isolation deprives them of mobility opportunities by limiting information, mentors, informal training and a sense of comfort on the job and they also face double standards regarding their performance (Susan, 1996).

Other challenges faced by women officers include: language harassment, cultural traditions, lack of opportunities for advancement, equipment and facilities for advancement as well as lack of mentors within the police

If every police officer has a specific job and a specific jurisdiction assigned to him/her, it would ensure the efficiency of police work (Rao, 1993). The police need to evolve a system of assessing police women performance (efficiency and effectiveness) objectively and analytically instead of depending on limited personal knowledge, stray critical incidences, media and public opinion to gauge performance. A well designed, well communicated system helps achieve organizational objectives and motivates employee performance (Cooper, 1998). Police chiefs have a strong stake in measuring performance as an instrument to promote adherence to policies and strategic plans. Policing experts agree that performance should reflect the complex set of expectations that modern society has of the police, including service to citizens who request assistance and humane treatment of suspects.

The National Police Service Act, 2011, Sec. 126 (1b) states that the Cabinet Secretary shall monitor and evaluate the performance of the functions of the service. Public policies are not self-executing since people who formulate and adopt are usually not the same as those who implement, thus there is much room for slippage and alteration.

2.3 Theoretical Framework

The study was based on two theories; the radical feminist theory and African feminist theory.

2.3.1 Radical Feminist Theory

The radical feminist theory has been used to explain why women are vulnerable and dependent on men, hence being oppressed. It has made important contributions to the understanding of issues on sexual harassment. According to Firestone (1978), reproduction is the basis of women's subordination to men. That the biological hazards surrounding reproduction, for example pregnancy, menstruation, childbirth, breastfeeding and child rearing make women vulnerable and dependent on men. Hence, women performance at work place is adversely affected by these biological hazards.

Firestone emphasizes that childbearing and childcare impact on women commitment and how organizations have to compete for a woman's loyalty since she has greater family responsibilities than men. Women's differing priorities thus affect the role and importance of work in terms of herself and professional identity. It is worth noting that women's oppression causes the most suffering and it provides a conceptual model for understanding all other forms of oppression.

Firestone sees reproduction and household as central to women's subordination. She considers reproduction to be the real material base of human society, more basic than production. She argues that, the forms of love, which can be so destructive in an unequal society are structured ultimately by reproduction and that when women are dependent on

men, the love experience is corrupted by power play. She argues that developing forms of technology may provide the possibility of escaping the limitations of biology, but only if the means of reproduction can be seized and controlled in the interests of women. She further considers political struggle as an underlying factor to women subordination.

Sexual harassment at work place may constitute sexual discrimination which may in turn affect a woman's working conditions; thus women in areas of work traditionally occupied by men are more likely to report sexual harassment than those in traditionally female areas of employment (Stanko, 1988). Sexual harassment acts both to control women with work and to exclude them from certain types of work, where men use it to prevent women from entering a field of employment which has previously been all men.

The theory supports the concept of special training for women because of biological hazards. She implies that for good performance to be realized by women, the organization should try to give special consideration for women recruitment to men dominated employment. The theory enabled an analysis of the gender role in women, how women perform their tasks and deployment of women in the APS.

2.3.2 African Feminist Theory

Sachikonye (2009) identifies that feminism is a theoretical paradigm in social theory that seeks to advocate and enhance women's liberation in a predominantly patriarchal world. Secondly, that feminism is a movement that mobilizes for women's freedom and equality with regards to gender. Hence, African feminism is paradigm and movement shaped by the African contexts and experiences and it differs from orthodox feminist movement in that it is about the African perceptive.

The theory states that the solutions to African women problem lies with the African women themselves; they are the only ones who can set their priorities and agenda. The African women need to be empowered to be able to change perceptions about them. Okome (1999) as cited by Sachikonye, (2009) states that African women, like any other

group, are able to articulate their needs, evaluate the alternative courses of action and mobilize for collective action where necessary.

The theory largely supports the idea that African women are strong decision makers and innovative agents. Traditionally, women were more associated with the private matters which were termed as rearing children and home keeping, while men were seen in public life and associated with the resulting public roles.

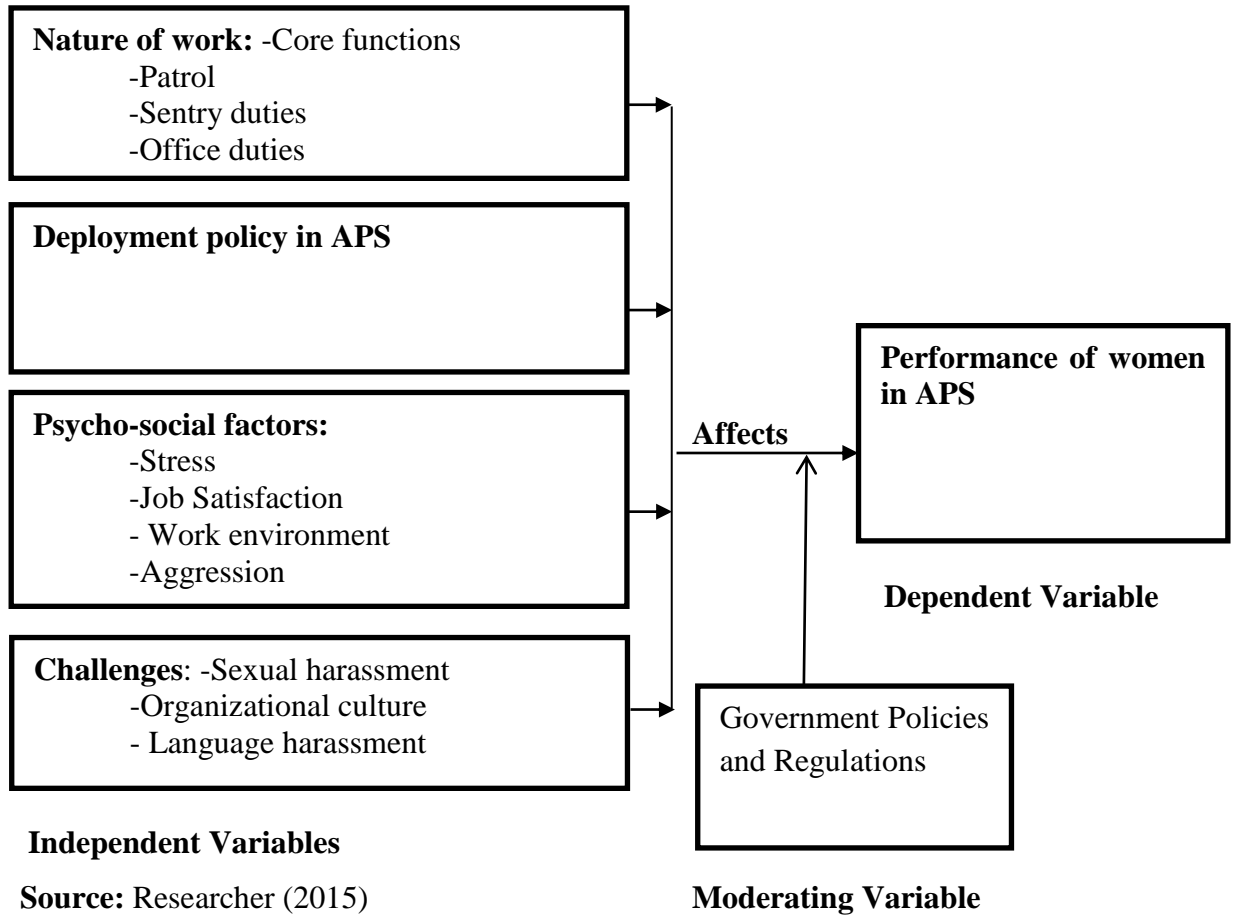
According to Chukwuma (2003) economic viability is one of the foot-holds of the African feminism. This theory was developed in 1963 and it upholds in the social, political and economic equality of the sexes.

In her findings Nnaemeka (2005) states that, to an African women, motherhood is an inherent aspect of womanhood but it does not stop her from striving to take active roles economically. Hence there is no conflict between reproductive and economic roles.

2.4 Conceptual Framework

The topic on analysis of women performance in the administration police service has been illustrated by the aid of one dependent variable and four independent variables as shown below:

Figure 2.1: Conceptual Framework



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology, research design, site of the study, study population, sampling methods, data collection procedures and closes with data analysis.

3.2 Research Design

The study used a descriptive research design as it enabled the researcher to describe the actual phenomenon. Through a descriptive design, the researcher accurately analysed the information collected from the field, hence limiting errors. The researcher was able to measure police women performance in Administration Police Service by establishing the nature of works performed, assessing deployment policy, finding out the psycho-social factors that influence their performance and lastly looking at the challenges police women face.

3.3 Site of the Study

The study was carried out at APS Headquarters in Nairobi County, situated at Security of Government Building (SGB) unit along Mbagathi Road in Nairobi West. SGB comprises of the following: Headquarters Directorates which are housed a Jogoo House ‘A’ on first and second floors, General Duty (GD), Cash in Transit Unit (CIT), VIP Unit and Quick Response Team (QRT). The APS Headquarters was chosen because all the APS Units are well represented, it also covers the entire Nairobi County and the first batch of recruited police women were posted there.

3.4. Variables

The study analyzed factors that influenced police women performance in the APS. In this study, the dependent variable was performance of police women in APS while the independent variables were factors influencing the performance of police women namely:

nature of work, recruitment, deployment and promotion policies, psycho-social factors and challenges.

3.5 Study Population

The study population comprised of 85 APS police women and men, and 15 civilian men from families of police women at APS Headquarters. The APS headquarters was chosen as it has the largest number of women across ranks and files. Additionally, three (3) APS policemen in key positions and thirty two (32) APS policemen below the rank of Senior Superintendent (SSP) were included. The target population was police women in APS deployed at the headquarters.

3.6 Sampling Technique and Sample Size

The study used disproportionate stratified, purposive and convenience sampling to select respondents from the clusters that formed the study population. Stratified sampling was preferred because APS is an organization that embraces hierarchy of structures. Purposive sampling was used for each stratum and random sampling was used to select respondents. This sampling eliminates bias as it requires a small and distinct numbers and is very simple.

3.7 Research Instruments and Data Collection Procedures

The following tools were used for data collection: (i) questionnaires and (ii) interview schedules with the three (3) senior most officers as key informants. Each item in the questionnaire was developed to address specific objectives and research questions. Both open and close ended questionnaires were used to enable thorough collection of quantitative and qualitative data.

The researcher used interview schedules to collect various views from the key informant policemen's insights on police women performance in APS. Contextual data from the open – ended questions was analyzed qualitatively, summarized and presented in the form of narratives.

The researcher obtained a research permit from National Commission for Science Technology and Innovation (NACOSTI), consent letter from the Deputy Inspector General (DIG) APS to carry out the research at APS headquarters. The researcher visited the selected directorates of APS headquarters and familiarized herself with the respondents and explained accurately the nature of the study. She established a rapport with the respondents and encouraged them to fill the questionnaires.

3.8 Validity and Reliability

The data collection tools were structured in close consultation with the university supervisors and the same were piloted to ensure accuracy and validity. The researcher administered the same instruments to a carefully chosen population of police women at APS headquarters during the pilot study as a reliability test. The findings of the pilot study were merged in the final questionnaires to modify them and ensure the efficacy of each tool to collect reliable data prior the actual research; this was done to ensure reliability of data collection instruments (Orodho, 2002).

3.9 Data Analysis and Presentation

After collecting all data, it was coded. Descriptive and inferential statistics were used to analyze the obtained data. The qualitative statements, tables, charts, percentages and frequency were used to present and interpret data. The qualitative data was analysed using content analyses and was based on research objectives and questions. The data contained in the findings was sorted out and grouped under the components as identified. According to Mugenda and Mugenda (2003), qualitative research analysis enables a researcher to analyse information in a systematic way to arrive at useful conclusions and recommendations. The rate of occurrence with which a word, suggestion or explanation come out was construed as a measure of concentration and significance.

3.10 Ethical Consideration

The researcher was very discrete in handling all the information received from the respondents and the same was communicated to the respondents. In addition, each collection tool contained information that stated clearly stated that all information collected would only be used for the sole purpose of the study (Kombo & Tromp, 2006). Chapter four presents the findings of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents results, survey data and discussions relating to police women performance in APS Headquarters. The respondents cut across either gender and include both police officers and civilian families living with police women. The findings are presented thematically: analysis of demographic information of the respondents, the effect of nature of work on police women performance in APS, the effect of deployment policy on police women performance in APS, the effect of psycho-social factors on police women performance in APS and challenges faced by police women as they perform their duties.

4.2 Questionnaire Return Rate

One hundred (100) questionnaires were distributed to the respondents and 92 were duly filled and returned, representing 92% response rate. The researcher used questionnaires to collect data from the APS police officers at the headquarters and some civilians living with police women and an interview guide for the senior key policemen in APS Headquarters. The gender representation in the study was 55% police women, 45% policemen plus civilian men living with APS police women. Table 4.1 below presents the frequency and percentage of the return rate of the questionnaires.

Table 4.1: Questionnaire return rate from respondents

Questionnaire	Senior Policemen	Civilian	Police women	Policemen	Total
Issued	3	14	55	28	100
Returned	2	12	51	27	92
Percentage	67%	86%	93%	96%	92%

Source: Researcher; 2015

In accordance with Table (4.1) above, respondents' questionnaire return rate was above 92% thus valid and equally reliable. The response rate was good enough to give credence to the findings. The high response rate was attributed to the good rapport the researcher created with the respondents. Additionally, the researcher self-administered the instruments so as to ensure maximum response rate.

4.3 Demographic Information of the Respondents

The respondents were required to provide some demographic information on their gender, age, marital status, level of education, religious affiliation, years of service in the APS and rank. The findings are presented in subsequent subsections.

4.3.1 Distribution of Respondents by Gender

This study collected data from police women, policemen and civilian men living with APS police women. Their distribution is shown below:

Table 4.2: Respondents gender

Gender	NO.	Percent
Police women	51	55
Policemen/ Civilian	41	45
Total	92	100

Source: Researcher; 2015

According to the above Table 4.2, 55 % of the respondents who completed and returned the questionnaires were police women and 45% were policemen and civilian men. This was because, the study was at APS headquarters where majority of the officers were policemen. Also at the time of the study, the number of police women at headquarters had reduced as some were on maternity leave.

4.3.2 Age

Respondents were required to indicate their age category in the study. Respondents' age distribution is summarized in Table 4.3 below;

Table 4.3: Distribution of respondents by Age

Age (Years)	Men		Women		Total No.	Total %
	No.	%	No.	%		
18-25	2	40.0	3	60	5	5.4
26-35	22	44	28	56	50	54.3
36-45	7	31.8	15	68.2	22	24
46-55	8	66.7	4	33.3	12	13
56 & above	2	66.7	1	33.3	3	3.3
TOTAL	41	44.6	51	55.4	92	100.0

Source: Researcher; 2015

Table 4.3, shows that majority of the respondents were between the ages of 26-35 years(54.3%), followed by those between ages 36-45 years(24%), then those aged 46-55 years(13%), then those aged between 18-25 years (5.4) and lastly above 56 years (3.3%). This indicates that during the study there were very few police women within the age bracket of 18 – 25 years. This is because police women are posted to their Home Counties upon graduation from the training school (APS Circular, 03/05). While the majority of police women at the APS headquarters were within the age bracket of 26 – 35 years (54%). These findings indicate that the respondents were distributed across all ages, which implies that all ages were represented in the sample and balanced responses were obtained.

4.3.3 Marital status

The study documented the marital status of APS officers and below are the findings;

Table 4.4: Distribution of respondents by marital status

Marital Status	Men		Women		Total No.	Total %
	No.	%	No.	%		
Single	4	28.6	11	71.4	15	16.3
Married	20	44.9	29	55.1	49	53.3
Separated	8	73.3	7	26.7	15	16.3
Divorced	8	81.8	3	18.2	11	12
Others	1	66.7	1	33.3	2	2.1
Total	41	44.6	51	55.4	92	100.0

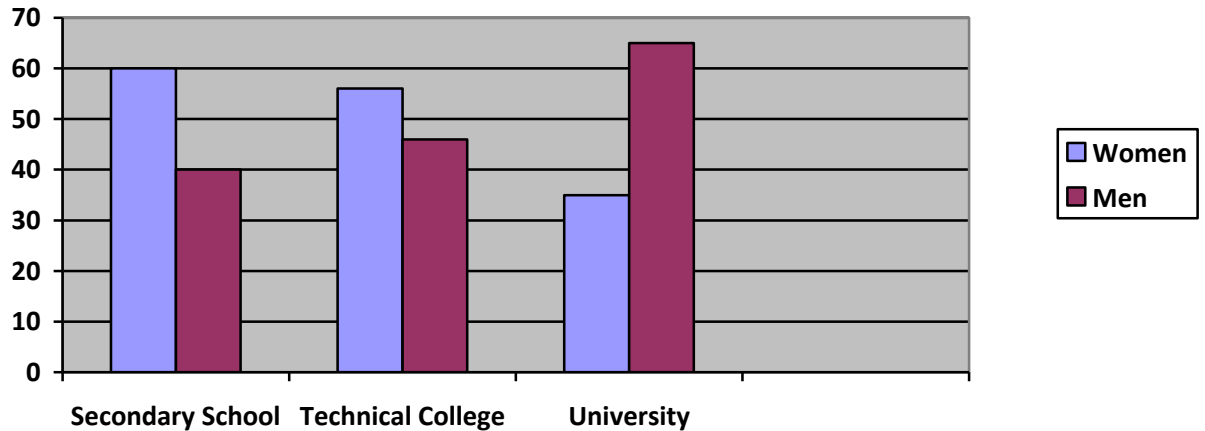
Source: Researcher; 2015

The information provided in Table 4.4 above indicates that majority of the respondents 49 (53.3%) were married, 15 (16.3%) single and/or separated and 11 (12%) divorced. From the findings majority of police women are married hence they have more responsibilities which impact on their performance, for instance the fact that police duties demands commitment due to long working hours and harsh working environments. On the other hand, it is noteworthy that more women are married 29 (59.2%) compared to 20 (40.8%) for men. The finding shows that more men are in dysfunctional marriages (72.7% divorced and 53.3% separated), compared to women (27.3% divorced and 66.7% separated).

4.3.4 Level of Education.

The study gathered data from respondents on level of education and research has shown that education contributes significantly towards performance. This information is shown in Figure 4.1 below.

Figure 4.1 Distribution of respondents by the level of Education



Source: Researcher; 2015

From the above Figure 4.1 it is noted that majority of police women (60%) had secondary education, while 56% technical college and 35% had university education. The findings indicate that majority of the respondents are well educated. This implies that the respondents were capable of providing well informed responses.

4.3.5 Length of Service.

The study also sought to establish the distribution of the police officers by the length of service in the NPS, ranging from those with less than one year to those with over 20 years of service. Table 4.5 displays the responses obtained.

Table 4.5: Distribution of respondents by duration of years of service in APS

Length of Service	Men		Women		Total No.	Total %
	No.	%	No.	%		
Less than 1 Yr.	1	11.1	8	88.9	9	11.2
1-5 Years	2	13.3	13	86.7	15	18.8
6-10 Years	4	15.4	22	84.6	26	32.5
11-15 Years	7	63.6	4	36.4	11	13.7

16-20 Years	9	75	3	825	12	15
20 and Above	6	85.7	1	14.3	7	8.8
Total	29	36.25	51	63.75	80	100.0

Source: Researcher; 2015

The Table 4.5 above shows that majority of the police officers who gave their responses 26(32.5%) had served in the APS for 6-10 years. In addition, 15 (18.8 %) had served for 1- 5 years Only. On the other hand, a few of the respondents were older in the service; 7(8.8%) had worked for more than 20 years, 11(13.7%) for 11-15 years, 12(15%) for 16-20 years and only 9(11.2%) for less than one year. Among the women those who had served between 6 – 10 years were the majority, followed by those who had served between 1 – 5 years. The findings indicate that majority of the respondents had average experience having served in APS for 6 - 10 years. This was largely due to the fact that women recruitment into APS began just recently (2001).

4.3.6 Rank

Finally, data was collected from officers across the ranks. Most of the questionnaires were given to the members of the inspectorate (Inspectors and Chief Inspectors) rather than to the senior police officers as APS headquarters is dominated by members of inspectorate. Table 4.6 displays the responses obtained.

Table 4.6: Distribution of respondents by ranks

S/no	Rank	Men		Women		Total	
		No.	%	No.	%	No.	%
1.	Assistant Inspector General (AIG)	2	100	0	0	2	2.5
2.	Police Commissioner (PC)	1	100	0	0	1	1.2
3.	Senior Superintendent (SSP)	2	66.7	1	33.3	3	3.8
4.	Superintendent (SP)	2	66.7	1	33.3	3	3.8
5.	Assistant Superintendent (ASP)	2	25	6	75	8	10
6.	Chief Inspector (CIP)	1	12.5	7	87.5	8	10
7.	Inspector (IP)	5	20.8	18	79.2	24	30
8.	Senior Sergeant (S/Sgt.)	2	66.7	1	33.3	3	3.8
9.	Sergeant (Sgt.)	2	40	1	60	5	6.3
10.	Corporal (CPL)	4	36.4	5	63.6	11	13.8
11.	Constable (APC)	6	50	6	50	12	15
	Total Police Officers	29	36.3	51	63.7	80	100

Source: Researcher; 2015

Table 4.6, shows that 24 respondents were of the rank of Inspector, out of which 18 were police women. The senior ranks had no woman above the rank of PC. This was because APS was formerly a male profession until 2001 when they started officially recruiting women, who are yet to rise to these ranks. The high presence of police women at the middle managers (Members of Inspectorate) level is because they are the majority deployed at the APS Headquarters.

The absence of many women in APS who are in the senior leadership positions confirms the tenets of radical feminist theory used in this study. The theory asserts that there is lack of opportunities for advancement of women especially in male dominated

profession. Women are perceived less favorably than men as potential occupants of leadership roles. According to Susan (1996), women police officers face a lot of challenges as they move up the organizational hierarchy, they encounter challenges to their authority from men who may tolerate working with them but resist working for them.

4.4 Nature of Work Performed by Women in Administration Police Service (APS) Headquarters

The first objective of the study examined the nature of work performed by police women. The study asked respondents and key informants the functions that are mainly performed by police women at APS Headquarters, their level of commitment to work and their perception on APS police women performance rate. The findings are presented under the following sub-headings: functions performed by police women and level of commitment of police women in APS.

4.4.1 Functions Performed by Police Women

The study required respondents to either agree or disagree with the provided list of functions performed by police women at APS headquarters. The findings are presented in Table 4.7 below.

Table 4.7: Nature of Work performed by police women at APS headquarters.

Duties	Yes		No	
	No.	%	No.	%
Secretarial duties	77	83.7	15	16.3
Day sentry duties	61	66.3	31	33.7
Praying during meetings	64	69.6	28	30.4
Customer care services	76	82.6	16	17.4
Escort	63	68.5	29	31.5
Clerical work	70	76.1	22	23.9
Serving tea	65	70.7	22	29.3
Handling gender based violence	57	62.0	35	38.0
Handling children and women cases	56	60.9	36	39.1
Counselling	39	42.4	53	57.6
Departmental heads	38	41.3	54	58.7
Night sentry duties	37	40.2	55	59.8
Receptionist	76	82.6	16	17.4
Taking minutes during meetings	57	62.0	35	38.0

Source: Researcher; 2015

As displayed in Table 4.7, majority of the respondents identified the duties women police officers in APS headquarters perform as secretarial duties, day sentry duties, praying during meetings, customer care services, escort, clerical work, serving tea, handling gender based violence, handling children and women cases, receptionist and taking minutes during meetings. The only duties in which police women were hardly involved in APS were: counseling (57.6%), departmental heads (58.7%) and night sentry duties (59.8). These are duties perceived as best suited for men hence fewer women are deployed. Brown and Heidensohn (2000), emphasize that police women are more likely to be allocated supportive police tasks while policemen are likely to be allocated leadership responsibility like criminal investigations than women. Majority of the

respondents associated women with almost all the duties discharged by the Administration Police Service. The findings therefore reveal that police women in APS performed various functions albeit at different levels. The duties performed by both police women and policemen in APS are therefore similar to those prescribed by the Law (National Police Service Act; Section 27).

Respondents were further asked to state any other functions that the researcher had not listed. In response, most stated that beats and patrols is a duty widely performed by police women. Concurrently, other research participants noted differences in allocation of duties to police women and men. In view of this a key informant stated, “Police women role is not well defined in APS hence we see them as flowers around us. We cannot assign them to certain duties like night patrols because most of them have young children and generally women are weaker and need to be protected by men”.

The findings of the study concur with those of other studies like the New York study which notes both police women and policemen perform similar duties as they both use the same techniques to gain and keep control though women are unlikely to use force or to display weapon (Archbold, Carol, Kimberly, Hassell and Stichman. 2010). They further state that there is a discrepancy in deployment as police women were often assigned to traditionally female duties such as police matrons to care for women and children in police custody. Further, Susan (1996) found that both police women and policemen are equally capable of successful performance as patrol officers and patrol is one of the core functions of policing.

The study however found that majority of the respondents do not associate women officers with senior positions in APS such as departmental heads. This negates the ideals contained in the National Policy on Gender and Development of (2000) whose aim is to reduce gender imbalance and inequalities in the police service. This policy framework recognizes that equality between women and men is in fact a matter of human rights and

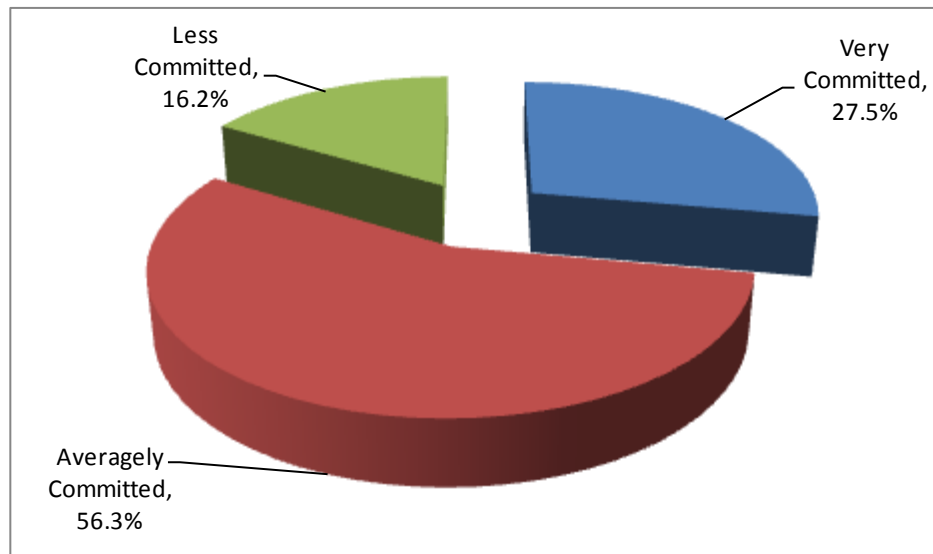
development. The policy underscored the need to focus on empowerment approaches that improves the understanding of essential relations within and across sectors.

4.4.2 Level of Commitment of Police Women in APS.

The study further sought to establish the perception of the respondents on the level of commitment and the performance rating of women police officers at the APS headquarters.

Respondents were therefore asked to indicate how committed police women were in performance of their duties. The findings are presented in Figure 4.4 below.

Figure 4.2: Level of Commitment of police women



Source: Researcher; 2015

As per above Figure 4.2, majority of the respondents (56.3%) indicated that women police officers were averagely committed to their duties, 27.5% rated them to be very committed and only 16.2% of the respondents perceived the women police officers to be less committed to their work. The findings of the study therefore indicated that the level of commitment of police officers to their work is high.

According to Chukwuma (2003), economic viability is one of the foot-holds of the African feminist. Thus police women are highly committed due to the economic gains associated with the job. Becker (2003) agrees by noting that in Namibia police women are effectively utilized in community policing which characterizes modern policing. Police women understand and are patient as they respond to distress calls hence perform better in domestic violence cases as they are committed.

The findings of the study support those of other researchers who addressed the issue of performance of police officers. For instance, Archbold, Carol, Kimberly, Hassell and Stichman (2010), found that police women were judged by civilians to be more competent, pleasant and respectful than their male counterparts though they were less likely to participate in strenuous physical activity. They further state that the performance of police women may be viewed to be lower than that of policemen but the difference in performance by women are only rooted in the discrepancy in deployment as police women were often assigned to traditionally women duties such as police matrons, to care for women and children in police custody.

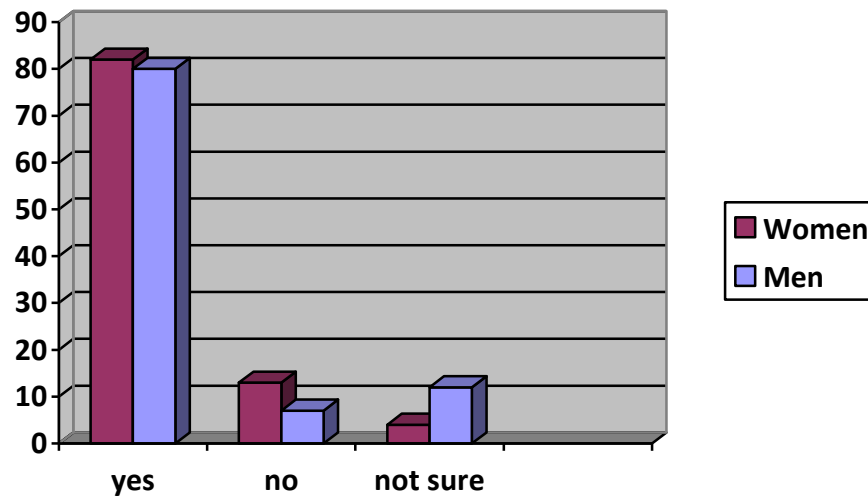
4.5 Deployment Policy

The second objective of the study was to assess effect of deployment policy on performance of women in APS headquarters. The deployment policy is crucial as the work police women are assigned too impacts on their level of performance. In this regard, respondents and key informants were asked to indicate if the deployment policy exists in APS, their perceptions on its nature and characteristics. The findings are presented in subsequent sub-sections.

4.5.1 Presence of Deployment Policy

Respondents were asked if APS has any deployment policy. The findings are presented in Figure 4.3 below.

Figure 4.3: Distribution of respondents on the presence of the Deployment Policy.



Source: Researcher; 2015

The figure 4.3 above shows that majority of the respondents were aware of the existence of a deployment policy in APS. 82% of police women and 80% of policemen acknowledged the existence of the deployment policy. While 4% of police women and 12% of policemen were not aware if at all if it existed. The findings therefore indicate that there is a deployment policy within APS. In accordance with Section 6 of Chapter 3 of the Service Standing Orders (SSO), it spells out the procedure of deployment in APS.

4.5.2 Indicators of Deployment Policy

With regards to the deployment policy, respondents were asked about their perception on contents of the deployment policy. A set of statements on the deployment policy were provided and the findings are presented in Table 4.9 below. (Where 1 – Strongly Disagree, 2 – Disagree, 3 – Don't Know, 4 – Agree and 5 – Strongly Agree).

Table 4.8: Distribution of respondents on their perception about Deployment policy

S/NO	Indicator	5		4		3		2		1	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	Support from top management on the implementation of deployment policy	3	3.3	10	10.9	22	23.9	38	41.3	19	20.7
2.	The deployment policy is gender sensitive	5	5.4	9	9.8	22	23.9	33	35.9	23	25
3.	The monitoring and report progress of deployment policy is done publicly	6	6.5	7	7.6	19	20.7	35	38.0	25	27.2

Source: Researcher; 2015

The following variables were considered: Support from top management on the implementation of deployment policy, gender sensitive of deployment policy and lastly monitoring and report progress of deployment policy.

4.5.2.1 Support from Top Management on the Implementation of Deployment Policy.

The findings in Table 4.8 above show that majority of the respondents 41.3% disagreed with the statement that there is support from top management on the implementation of deployment policy, 20.7% respondents strongly disagreed, 23.9% respondents had no idea, 10.9% respondents agreed and only 3.3% respondents strongly agreed. In summary, the findings indicate that majority of the respondents perceive that there is inadequate support from top management on the implementation of deployment policy. This implies that while there is a deployment policy in APS, it was hardly followed in allocating duties to women

and men in the organization. Consequently, there were cases when the policy provisions did not inform deployment of women in APS.

In this regard a key informant noted: deployment policy is well supported by the top management, but they do appreciate the biological roles of a woman and the implications for their participation in APS. Secondly, that biological make up make women not to perform efficiently. Thirdly, that women's perceived biology informs deployment, make up of a woman which make them not perform efficiently during certain times of the month as they normally perform hence discrepancy in deployment. Top management therefore has to consider such biological make up as inadequacy that is considered during deployment of police women.

In a study by White (1996), he found out that unlawful deployment on the grounds of sex still occurred in the Australian police. He established that police women were constrained and polarized by the dominant male hierarchies in policing.

4.5.2.2 Gender Sensitivity of Deployment Policy

When asked whether the deployment policy is gender sensitive, majority of the respondents (35.9%) disagreed, 25% strongly disagreed, 23.9% did not know, 9.8% agreed and 5.4% strongly agreed. The findings indicate that majority of the respondents were of the opinion that the deployment policy is not gender sensitive.

In an interview session, a senior police officer stated that the deployment policy is not gender sensitivity as the provisions talk about an officer in APS regardless of the gender. He further qualified this statement that this policy was drafted many years ago before APS began recruiting women in the service. `

The findings are in line with those of other researchers on the state of deployment processes in the APS with respect to police women. Earlier studies show that some police women never got a posting to general duty or if they did it was for a very limited period compared to men counterparts. Thus, they are never deployed to perform any serious police work and in due course they become non-achievers. According to Glaser and Saxe (1982), there are doubts about the competence and self-worth of police women and to this affects their performance. Radical feminist Theory therefore supports the concept of special training for women because of their biological hazards. Firestone (1978) implies that for good performance to be realized by women, the organizations should try to give special consideration for women deployment in male dominated jobs. The findings call for more prudent deployment policies and affirmative action to be observed due to the unique nature of the environment under which women police officers operate.

The deployment policy is gender sensitive as it has provisions on; gender awareness (Sec. 9), gender sensitive language (Sec. 10), gender equity (Sec. 11) and gender budgeting provision. The only challenge is on its implementation by commanders at the various levels (Table 4.8 above).

4.5.2.3 Monitoring and Report Progress of Deployment Policy

When asked whether the monitoring and report progress of the deployment policy was done publicly, majority of the respondents (38%) disagreed, (27.2%) strongly disagreed, (20.7%) did not know, 7.6% agreed and 6.5% strongly agreed. The findings indicate that majority of the respondents disagreed with the statement implying that the monitoring and report progress of the deployment policy is not done publicly.

A key informant opined that monitoring and report progress of the deployment policy is not done. He went ahead and said that this policy is not readily

accessible to APS officers and at the same time police women work is not reviewed on regular basis. Thus it is difficult to appraise and quantify the performance of officers.

According to Transparency International – Kenya (2016), it was noted that police have the necessary skills and equipment to perform their duties but they do not utilize the same due to lack of monitoring and evaluation of their performance.

4.6 Perceived Psycho-social Factors that Influence Police Women Performance

The study sought to establish the psycho-social factors affecting the performance of police women APS. A likert scale was used to capture the views of the respondents. The following were the psycho-social factors evaluated: stress, job satisfaction, elements of work environment and aggression. The respondents were asked the extent to which they agreed or disagreed that each of the factors influence the performance of women police officers. The same is summarized in Table 4.10.

Table 4.9: Perceived psycho-social factors that influence police women performance (1-Strongly Disagree, 2-Disagree, 3-Don't Know, 4-Agree & 5- Strongly Agree).

S/No.	Indicator	5		4		3		2		1	
		No.	%	No.	%	No.	%	No.	%	No.	%
1.	Stress	31	33.7	29	31.5	9	9.8	18	19.7	5	5.4
2.	Job satisfaction	28	30.4	26	28.3	6	6.5	19	20.7	14	14
3.	Work Environment	21	22.8	44	47.8	19	20.7	5	5.4	3	3.3
4.	Aggression	26	28.3	28	30.4	22	23.9	11	12	5	5.4

Source: Researcher; 2015

The study combined scales to get the average percentage for each variable. Analysis of the results tabulated in Table 4.9 indicates that majority of the respondents strongly agreed and/or agreed to the statements that stress (33.7%+31.5%=65%), job satisfaction

(30.4%+28.3%), work environment (22.8+47.8%) and aggression (28.3%+30.4%) affect the performance of police women in APS.

These are further explained and discussed in subsequent sub-sections.

4.6.1 Stress

The research noted that stress is one of the psycho-social factors that affect police women performance in APS Headquarters as an aggregate of those respondents who strongly agreed and those who agreed was 65.2%. In an oral interview, a key informer stated that police women get stressed up easily due to enormous family responsibilities and gender bias during deployment which in turn affects their output as police. The scopes of occupational stress for instance supervisory stress, hazards of occupation and women related stress presented a strong negative relationship with psychological well-being of police women (Wexler & Logan, 1983).

This finding is similar with those of Ali (2006) that police women may feel more nervous and stressed in a daytime shift, because of more opportunity for conflict and a negative environment. And due to this stress their performance maybe rated as low.

4.6.2 Job Satisfaction

The Table 4.9 shows that majority of the respondent (58.7%) strongly agreed and/or agreed that job satisfaction is a psycho-social factor that affects the performance of police women in APS Headquarters. According to Harma (1993), the manner of coping, managing and psychological adjustment of stress of workers has influence on their job satisfaction. The study strengthens the findings of other researchers that the performance of police women is affected by a number of psycho-social factors such as stress and hostile working environment which lead to job dissatisfaction.

4.6.3 Work Environment

From Table 4.9, it is evident that most respondents strongly agreed and/or agreed that work environment does affects police women performance in a negative way (70.6%). Work environment is largely influenced by the organizational culture where Reichers and Schneider (1990), define it as one of the social factors that has the shared perception of the way things are. This results to occupational stress which has a negative influence on the psychological well-being of police women. This in turn results to poor service delivery from the police women. The work environment as a factor adversely affects the performance of police women in APS Headquarters as some of them wake up to the reality of sharing houses with policemen (Oral Interview with SGB Adjutant).

The findings of the study were similar to those of Natarajan, (2006) that police women struggle with the demands and constraints of working together with men in the modern workplace that is anchored to a traditional society which supports a gender division of labour.

4.6.4 Aggression

Aggression is another psychological factor that affects police women performance and it is manifested through hostile behaviour which offends or upset others. For instance the verbal abuse that one undergoes at work places. In Table 4.9 above an aggregate of 58.7% of respondents strongly agreed and agreed that aggression is a factor affecting the police women at APS headquarters. Several police women had experienced verbal gender based violence, by being addressed as ‘gentlemen’, abuse, hostility, conditional acceptance and negative expressions which included anti-female remarks and comments about the sexual orientation of police women (Heidensohn, 1992). These negatively influence police women’s performance at workplace.

The findings concur with those of other writers who identify various factors that affect the performance of police women. Such factors include: occupational stress, hazards of occupation and women related stress which have a strong negative relationship with psychological well-being of police women (Wexler & Logan, 1983). On the other hand, Abdollahi (2001) states that the police women are exposed to routine stressors which are as a result of their occupation like working during holidays, no breaks during working time, dealing with numerous demanding situations, facing conflicts with public, shift work which negatively impact on their well-being and consequently affecting their performance negatively.

4.7 Challenges Faced by Police Women in APS Headquarters

The fourth objective of the study was to establish the challenges faced by police women in APS and to what extent they influence their performance. The respondents were required to state whether or not a given factor posed a challenge to police women thereby impeding their performance. The summary of the responses obtained are presented in Table 4.11 below.

Table 4.10: Challenges faced by police women at APS HQS.

S/NO.	CHALLENGES	YES		NO	
		No.	%	No.	%
1.	Acceptance by policemen as equals	60	65.2	32	34.8
2.	Perceived as a weak sex	45	48.9	47	51.1
3.	Intimidation from seniors	48	52.2	44	47.8
4.	Intimidation from policemen	39	42.4	53	57.6
5.	Lack of mentorship	72	78.3	20	21.7
6.	Low self esteem	49	53.3	43	46.7
7.	Discrimination	43	46.7	49	53.3
8.	Sexual harassment	87	94.6	5	5.4
9.	Lack of proper induction to police work	39	42.4	53	57.6
10.	Inadequate participation in policy formulation	47	51.1	30	32.6
11.	Interactional obstacles	62	67.4	45	48.9
12.	Silently suffering from domestic violence	53	57.6	39	42.4
13.	Exempted from strenuous duties	38	41.3	52	58.7
14.	Being undermined at place of work	32	34.8	60	65.2
15.	Inadequate time to nurse their children	48	52.2	44	47.8
16.	Cultural obstacles	59	64	33	36
17.	Lack of equal opportunity	48	52.2	44	47.8
18.	Inadequate housing	45	48.9	47	51.1
19.	Inadequate transport	48	52.2	44	47.8
20.	Acceptance by society	32	35	60	65
21.	Lack of career advancement and studies	40	43.5	52	56.5

Source: Researcher; 2015

The findings in Table 4.10 above shows that not all the factors mentioned were considered as challenge to police women performance at the APS Headquarters. The factors that were cited by majority of the respondents as posing challenge to performance

of police women includes: acceptance by policemen as equals 60 (65.2%), lack of mentorship 72 (78.3%), sexual harassment 87 (94.6%), interactional obstacles 62 (67.4%) and cultural obstacles 59 (64%). These that posed a challenge are further discussed in the subsections that follow.

4.7.1 Acceptance by Policemen as Equals

The findings in Table 4.10 above shows that police women face the challenge of being accepted by policemen as their equals during assignment allocation and performance of their duties. 60 (65.2%) of the respondents agreed that this is a major challenge in performance of duties by police women. This is because APS is a male dominated profession.

The findings of the study were similar to those by Susan (1996) that women encounter challenges to their authority from men who may tolerate working with them but resist working for them in a male dominated profession as they move up the organizational hierarchy. Kanter (1977) also opines that police women suffer the consequences of tokenism because of their smaller percentage compared to policemen. They are highly visible as tokens which lead to performance pressures that leave little room for error.

4.7.2 Lack of Mentorship

The Table 4.10 above shows that majority of the respondent 72 (78.3%) acknowledged the fact that lack of mentorship within APS headquarters is one of the challenges faced by police women at their work place as it affects their performance. In an oral interview, a key informant stated that police women in APS have inadequate role models as there are few police women in senior positions due to historical injustices; “APS was initially a male profession up to 2002”.

4.7.3 Sexual Harassment

From Table 4.10, it is noted that majority of the respondents 87 (94.6%), said that sexual harassment is among the challenges that face APS police women at the headquarters, which largely contributes to their performance. MacKinnon (1976) states that just like women in any other occupations, women police officers face sexual harassment at their work place. On the other hand, women in areas of work traditionally occupied by men are more likely to report sexual harassment than those in traditionally female areas of employment (Ngandu, 2010).

These sentiments are similar to other studies which state that women are subjected to sexual proposals and threats and to sexual harassment as a condition of work including unwanted touching, comments that call attention to their sexuality or expression of anti-woman sentiment. They also face a lot of mischief and jokes such as placement of sex magazines and vibrators in their lockers (Martin, 1980; Hunt 1984-, Young, 1991).

Although many women officers experience sexual harassment, they have not united or taken coordinated action to press for change. Instead, women tend to reproach other women, asserting that those who get sexually harassed "ask for it" through their appearance or behaviour (Wexler & Logan, 1983; Morash & Haarr, 1995).

Women often appear as sex objects in jokes and training films; recruits are told that women victims and suspects pose unique problems for officers related to women's sexiness (Pike, 1992). Although all recruits get teased as a rite of initiation, women's teasing highlights the fact that they are regarded as sex objects (Pike, 1992). Similar finding by Hejase (2015) reveal that sexual harassment which is both verbal and physical is a complex challenge that does exist at workplace in the world as a whole.

Although sexual harassment is a challenge to APS police women, there are some police women who believe that pleasing men is their highest calling and that popularity with men equals success (Ngandu, 2010), hence they use their sexuality to get favours i.e promotion.

4.7.4 Interactional Obstacles

From Table 4.10, it is noted that majority of the respondents 62 (67.4%), agreed with the statement that interactional obstacles poses a great challenge for APS police women while discharging their duties. Thus these obstacles impact negatively on women officers' performance.

These findings are similar to those of Wexler and Logan (1983) that women officers also encounter interactional barriers and gendered images that marginalize and exclude them, whereby they are treated as outsiders, sexual objects, targets of men's resentment and competitors who threaten to change the rules of officer interaction. Women's social isolation deprives them of upward career mobility opportunities by limiting information, mentors, informal training, and a sense of comfort on the job. This leads to conflicting expectations and double standards regarding their performance. Many of these obstacles, like those faced by women in other occupations dominated by men, are part of larger organizational and social patterns of gender differentiation that result in exclusion from informal work cultures, resistance to women's presence expressed at the interactional level, gender-stereotyped jobs and tasks, a sexualized workplace and apparently gender-neutral organizational policies that in fact work to women's disadvantage.

4.7.6 Cultural Obstacles

The findings from Table 4.10 further indicate that majority of the respondents 59 (64%) agreed with the statement that cultural obstacle is another challenge being

faced by police women at APS headquarters. That culture is a barrier for women officers in discharging their duties thus as such, their performance is affected negatively. According to the radical feminist theory, Firestone states that women's differing priorities affect the role and importance of work in terms of herself and professional identity and this impacts on commitment and how the organization has to compete for her loyalty since she has greater family responsibilities than men. Both formal rules and informal practices hinder women's careers in policing by pressing them into certain less desirable assignments, assigning them more routine cases while high profile investigations are reserved for men and expecting them to perform in ways that conform to popular cultural images of femininity.

According to Martin (1990) and Price et al. (1992), in contrast, prevailing images of women assume that they have office skills and that "inside" work is not real policing. Women are both pushed out of patrol and pulled into assignments viewed as gender-appropriate with the additional incentives that they provide a more comfortable work environment and offer fixed daytime hours attractive to many of the women with primary child care responsibilities. Such routine assignments however become difficult to appraise often leading to biases as the mostly male evaluators trivialize such duties.

There is lack of acceptance into the social culture of the work group "creates almost insurmountable obstacles for the officer", which further hinder performance and validates fellow peers' negative perceptions. (Cited in Charles, 1981). Hence difficult performance evaluations as the officer's ability to fit in is at least as important as performance in the police culture

Similar sentiments were echoed by other authors such as: Susan (1996). Harriman (1985), Glaser and Saxe (1982) and Kanter (1977) who underline the myriads of challenges police women face as they move into new assignments and

supervisory positions. As they move up the organizational hierarchy, they encounter challenges to their authority from men. Further, the authors concur that there are fewer opportunities and in most instances no chances for women to participate in policy making in the police departments. This they argue is due to their family responsibilities, sexual harassment and doubt about competence and self-worth of women police officers in senior positions. The challenges identified inhibit effective participation of women police officers thereby limiting their performance.

In summation, police women face many challenges which greatly affect their performance. These also comprise acceptance by their counterparts as equals in service delivery, their self-image and worth, additionally, lack of mentorship, sexual harassment, interactional obstacles and cultural obstacles, exacerbate the challenges police women face in the line of duty.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter looks at the conclusions drawn from the findings. The summary and conclusions are presented in line with the objectives of the study. The study targeted first: to establish the nature of work performed by police women in Administration Police Service Headquarters, secondly, to assess the effect of deployment policy on performance of women in Administration police Service Headquarters, thirdly, to find out psychosocial factors that influence performance of women in Administration Police Service Headquarters and lastly to investigate challenges faced by women in APS Headquarters when performing their duties.

5.2 Summary of Key Findings

The first objective of the study sought to determine the nature of work performed by police women. It is evident from the study that police women perform nearly all the duties of policing just like policemen. The study however, identified the duties mainly performed by police women in APS as: secretarial duties, day sentry duties, praying during meetings, customer care services, escort, clerical work, serving tea, handling gender based violence, handling children and women cases, receptionist and taking minutes during meetings. The duties that were hardly performed by police women in APS were counselling, heading departments and night sentry duties. The study therefore confirmed that police women perform all the core functions of the APS as provided for in the NPS Act, 2011.

The second objective of the study was to examine the effect of deployment policy on performance of police women in Administration Police Service Headquarters. The study underscored the existence of a deployment policy at APS Headquarters. Majority of police women were aware of its presence. The study therefore, indicates that APS has a deployment policy and majority of police women are privy to its contents.

Further analysis showed that there is inadequate support from top management on the implementation of deployment policy. Hence, deployment of police women was influenced by other factors such as common perceptions regarding women. Also the findings indicated that the deployment policy was gender sensitive. Consequently, deployment of police women in APS is hardly done with fairly.

The third objective was to establish how the psycho-social factors affect the performance of police women in Administration Police Service. In this regard, it was noted that: stress, job satisfaction, elements of work environment and aggression were the main psycho – social factors negatively affecting performance of police women.

The last objective of the study was to establish the challenges faced by women police officers in APS and which may have influenced their performance. The findings indicate that police women faced several challenges. However, those that posed as a challenge to their performance include: acceptance by policemen as equals, lack of mentorship, interactional obstacles and cultural obstacles. Consequently, police women faced difficulties in discharging their duties effectively. Furthermore, sexual harassment was identified as a great challenge. This form of violence was used to control police women and keep them away from certain police core functions consequently it was difficult for policewomen in APS to be appraised fairly. On the other hand, it was established that police women had a habit of targeting senior policemen officers with sexual favours so that they could be promoted and be deployed to non-core police functions. This impacted negatively on police women performance.

The finding of the study that APS police women perform all the core functions of the APS as provided for by the law concurs with the African feminist theory which supports the idea that African women are strong decision makers hence given opportunity can perform much better. From the findings it is evident that sexual harassment is one of the challenges faced by APS police women and the radical feminist theory outlines sexual

harassment as a tool to control women in a male dominated profession. These theories advocate for gender equality for police women.

5.3 Conclusions

The study sought to analyse the performance of women in APS using APS Headquarters as a case. Based on the findings, it is concluded that women who have served in APS for about three decades are adversely affected by many factors including culture, perception about their need for protection by men and offering protection services by virtue of their job as opposed to them. Police work is termed as too risky hence unfit for women which leads to differential deployment along gender bias. Lastly, by virtue of womanhood, their sexuality is perceived to pose greater challenge in service delivery. It is evident from the findings that even in cases where women are specially mentioned as the most important target group, proper analysis is rarely done on the impact a policy will have on their lives. The study concludes that police women in APS can equally perform the core functions of policing just like policemen, if top management fairly implemented the deployment policy

In summary, it is clear that police women are adversely affected by many challenges as they discharge their duties. The revolving schedule of a police officer which is 24/7 of duty complicates family logistics and it is evident that police work is dangerous. There is need to rightly deploy women in APS as they are essential part in building National Police Service (NPS) that is representative of the community which it serves. As more women get recruited into the police profession, there is greater acceptance among their peers and the public at large.

5.4 Recommendations

Evidently, gender equity and equality has not been achieved in the APS. Therefore, there are number of resolutions which if put in place shall minimize the problem. The following recommendations are based on the analyses of the collected data during the study.

The study recommends fair implementation of deployment policy whereby police women are deployed in all core policing functions to prepare them to cope in the male dominated profession and subsequently having same opportunities for promotions. What is in existence now is the 1/3rd gender rule as a Constitution requirement but nothing has been done to address the issue on how to rightly deploy police women as the level of police women in management position is too low, hence the constitutional threshold may never be achieved in the long run.

There is need for APS policy makers to amend the deployment policy to be gender sensitive and to be fairly operational and at the same time be realigned with the Kenya Constitution (2010). Equity is achievable in APS by changing those policies that relate to work performance, procedures and attitudes that are still grounded in a male-dominated and hierarchical culture.

The study also recommends for the creation of a Women's Network Committee staffed by senior police women within APS. The committee shall be available for mentoring police women also assisting in supervisory and advisory roles. This shall provide an informal support network of senior officers who shall gladly be providing guidance to new women officers in police profession on coping with organizational culture and managing the policemen hence making the work environment less hostile which will reduce occupational stress and enhance police women performance.

Policies of the APS strictly prohibit sexual harassment in the work place. But there are no structures put in place to implement them. There is need to thoroughly investigate all reported incidences of sexual harassment and offenders be subjected to the appropriate level of punishment, which include termination of employment. Hence, structures should be put in place for the implementation of these policies to ensure a safe working environment and effective complaints mechanism for police women.

5.5 Suggestions for Further Research

This study focused on the analysis of police women performance in the Administration Police Service headquarters in Nairobi County. The researcher recommends a study on domestic violence within the police force to determine to what extent the existence of involved domestic violence policy contributes to police women performance.

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APPENDIX I: QUESTIONNAIRE FOR APS POLICE WOMEN AND POLICEMEN

This questionnaire aims collect data for analyzing women performance in the Administration Police Service headquarters in Nairobi County. This research project is submitted to the School of Humanities and Social Sciences in partial fulfillment of the requirements for the award of the degree of master of public policy and administration of Kenyatta University. The information provided will be treated with utmost privacy and confidentiality.

SECTION A: RESPONDENT BIOGRAPHIC DATA

Please tick as appropriate and fill the required information in the space provided where applicable.

1. What is your gender?
 - a. Male
 - b. Female

2. What is your Age?

Age (Years)	18 – 25	26 – 35	36 - 45	46- 55	Above 56
Response					

3. What is your Marital Status?

Status	Single	Married	Separated	Divorced	Widow	Others
Response						

4. What is your level of Education?
 - a. Primary School
 - b. Secondary School
 - c. Technical College
 - d. University (Specify if Diploma, degree, postgraduate)
 - _____
 - e. Others

5. What is your Religion?

- a. Muslim b. Christian
 c. Hindu d. Others

6. What is your designation (Rank)? _____

7. For how long have you worked for the APS?

Duration(Years)	Less than one yr	1-5	6-10	11-15	16-20	20 & above
Response						

SECTION B: RESPONSES ON NATURE OF WORK

8. What functions are mainly performed by police women at Administration Police Service (APS) Headquarters?

S/No	FUNCTIONS	YES	NO
1.	Secretarial duties		
2.	Day sentry duties		
3.	Praying during meetings		
4.	Customer care/relations		
5.	Escort		
6.	Clerical		
7.	Serving tea		
8.	Handling gender based violence cases		
9.	Handling children and women cases		
10.	Counselling		
11.	Departmental heads		
12.	Night sentry duties		
13.	Receptionists		
14.	Taking minutes in meetings		

Other functions not mentioned above

9. How committed are police women in carrying out these functions?

- a) Very Committed
- b) Committed
- c) Less Committed
- d) Not Committed
- e) Don't know

SECTION C: RESPONSES ON RECRUITMENT, DEPLOYMENT AND PROMOTION POLICIES

10. Does Administration Police Service (APS) have a deployment policy (Please tick as appropriate)?

Yes []

No []

I am not sure []

11. To what extent do you agree that the following indicators of deployment policy have been recognized? (Please choose your rating from: 1-strongly disagree, 2-disagree, 3-Don't know, 4-agree, 5-strongly agree)

S/NO.	Indicator	5	4	3	2	1
1.	Support from top management on the implementation of recruitment policy					
2.	The deployment policy is gender sensitive					
3.	The monitoring and report progress of deployment policy is done publicly					
4.	Deployment of police women in APS is done fairly					

SECTION D: RESPONSES ON THE PSYCHO-SOCIAL FACTORS

12. To what extent do you agree that the following psycho-social factors influence police women performance? (Please choose your rating from: 1-Strongly disagree, 2-Disagree, 3-Don't know, 4-Agree, 5-Strongly agree)

S/NO.	Psycho-social factors	5	4	3	2	1
1.	Stress					
2.	Job satisfaction					
3.	Work environment					
4.	Aggression					

SECTION E: CHALLENGES

13. What challenges are mainly faced by police women at Administration Police Service (APS) Headquarters?

S/NO.	CHALLENGES	YES	NO
1.	Acceptance by policemen as equals		
2.	Perceived as a weak sex		
3.	Intimidation from seniors police officers		
4.	Intimidation from policemen		
5.	Lack of mentorship		
6.	Low self esteem		
7.	Discrimination		
8.	Sexual harassment		
9.	Lack of proper induction to police work		
10.	Inadequate participation in policy formulation		
11.	Interactional obstacles		
12.	Silently suffering from domestic violence		
13.	Exempted from strenuous duties		
14.	Being undermined at the place work		

15.	Inadequate time to nurse their children		
16.	Cultural obstacle		
17.	Lack of equal opportunity		
18.	Inadequate housing		
19.	Inadequate transport		
20.	Acceptance by society		
21.	Lack of career advancement and studies		

14. What factors contributing to these challenges?

Thank you for your participation in this questionnaire which will go a long way to help the Administration Police Service policy makers in their decision making.

APPENDIX II: INTERVIEW GUIDE FOR SENIOR OFFICERS

INTERVIEW GUIDE

This interview guide is an effort to analyse women performance in the Administration Police Service headquarters in Nairobi County. This research is conducted purely for academic purposes and any information provided will be treated with utmost privacy and confidentiality. The researcher is a Kenyatta University student in the School of Humanities and Social Science.

Please tick as appropriately and fill the required information in the space provided where applicable.

SECTION A: RESPONDENT BIOGRAPHIC DATA

1. Name

2. What is your gender?

b. Male b. Female

3. What is your Age?

Age (Years)	18 – 25	26 – 35	36 – 45	46- 55	Above 56
Response					

4. What is your Marital Status?

Status	Single	Married	Separated	Divorced	Widow	Others
Response						

5. What is your level of Education?

- a. Primary School
- b. Secondary School
- c. Technical College

d. University (Specify if Diploma, degree, postgraduate) []

_____ []
e. Others []

6. What is your Religion?

a. Muslim [] b. Christian []

c. Hindu [] d. Others []

7. What is your designation (Rank)? _____

8. For how long have you worked for the APS?

Duration(Years)	Less than one yr	1-5	6-10	11-15	16-20	20 & above
Response						

9. What are the duties performed by police women in APS?

10. How committed are police women to their work in the APS?

11. What policies do APS have that assist in evaluation of police women?

12. How are these policies gender sensitive?

13. What is your willingness to deploy police women in operational areas?

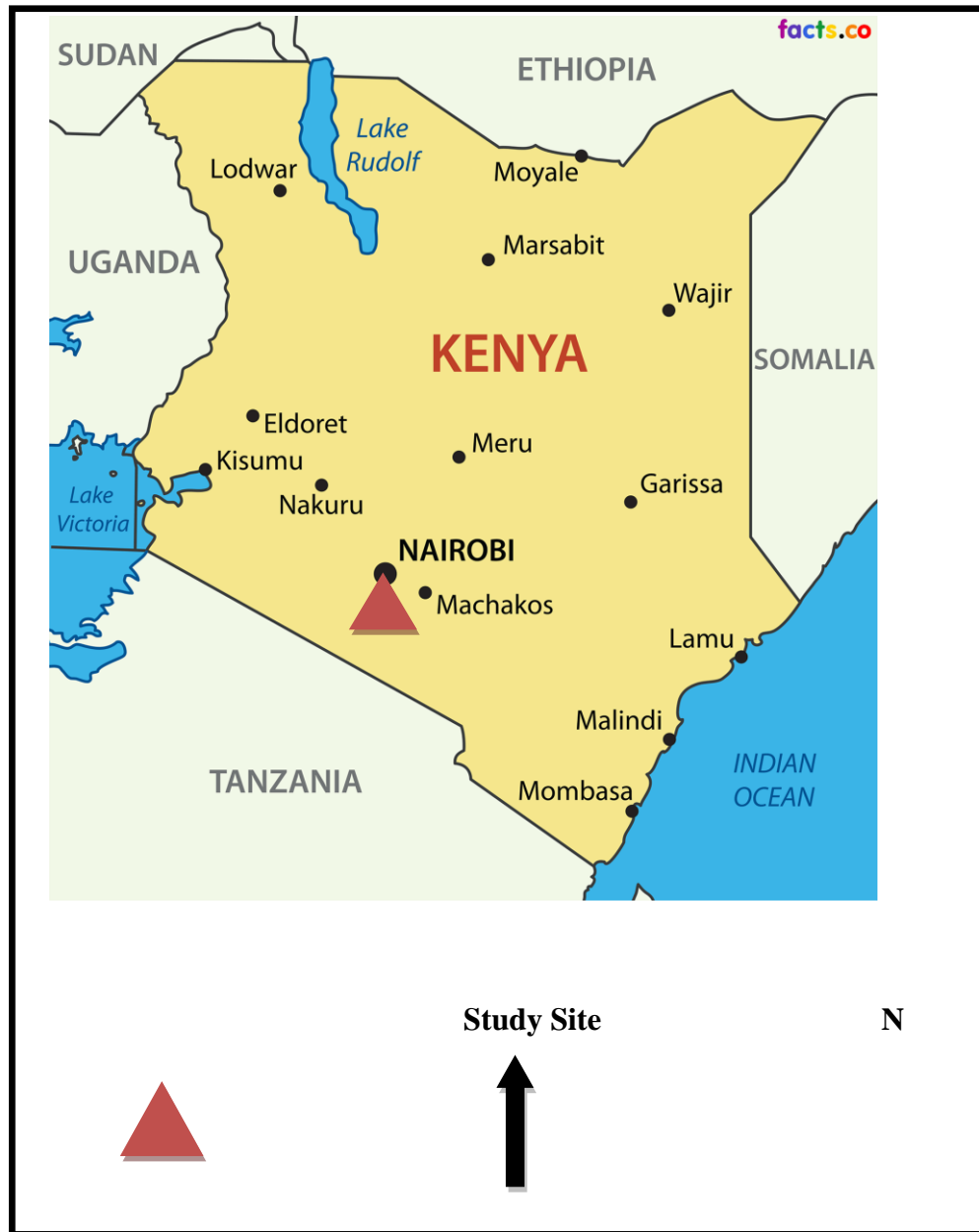
14. What are the psycho-social factors that affect police women performance at APS and why?

15. What are the challenges faced by police women in performance of their duties at APS?

Thank you. Your participation in this interview guide will go a long way to help the Administration Police Service policy makers in their decision making.

APPENDIX III: KENYA MAP

Figure 3.1 Map of Kenya



Source: Google Map visited on 12th Oct. 2016 at 1800 Hrs