INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE SECURITY SECTOR IN KENYA: A CASE OF KENYA POLICE SERVICE NAIROBI CITY COUNTY

Nderi, F. W., & Kirai, M.

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Nderi, F. W.,[*1] & Kirai, M.[2]

[*1]Msc. Candidate, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Nairobi, Kenya

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology, [JKUAT], Nairobi, Kenya

ABSTRACT

This study explored the influence of work environment on employee performance. The target population for this study was 733 police officers from police headquarters in Nairobi County. The study comprised the following senior officers, members of Inspectorate, sergeants, corporal's and constables. The list of the respondents was obtained from the head human resource personnel at the headquarters, since he/she was the one who keeps the record of all police officers after employment. A stratified random sampling technique was used to select the respondents from each stratum. This was a good representation for this study. The research design for this study used both qualitative and quantitative techniques. Data was collected using research instruments which were properly designed to variables under this study. Questionnaires were both structured and semi- structured. Pilot test was used to confirm the reliability and validity of the instrument before the actual collection of data. This involved 8 respondents from the targeted respondents. Data collected was analyzed using SPSS version 23 and tested using multiple regressions and inferential statistics. The findings indicated that health and safety facilities influenced employee performance. It was found out that reward management influenced employees' performance positively. It was also concluded that interpersonal Communication influenced employees' performance to a very great extent. It was concluded that the housing conditions influenced employee's performance. It was recommended that police service should come up with ways to enhance the health environment where the employees work. They should be provided with protective gear and ensure a clean environment. The police management should improve its interpersonal communication since it was found to influence employee performance positively. The police service should value the employees' contributions so as to encourage them. This can be done through holding frequent meeting and dialogues.

***Keywords**: Health & Safety, Rewards Management, Interpersonal Communication, Housing Conditions, Employee Performance*

INTRODUCTION

According to Colauto and Barros (2013), police work is a particular stressful occupation; Police officers on their daily duties have not only to take care of themselves but also assure the safety of the public and still be able to keep their emotions and reactions under control. As a consequence of the demanding occupation, several physical and psychological health problems can occur, with impact on the welfare of officers and citizens. This exposure of police officers to potential stress sources over time has been associated with several problems Achonga, Lagat and Akuja, (2011), affecting not only behavioral such as absenteeism, poorer interactions with the public, fatigue, attitude towards the use of violence; excessive drinking and smoking, but also physical such as cardiovascular diseases, digestive problems, and psychological components thoughts of suicide, anxiety, depression, post-traumatic stress disorder and burnout. Thus, the understanding of police officers stress is crucial.

Nowadays, police forces in most European countries face extremely challenging times. These are due to a combination of factors including open borders, drug trafficking, terrorism, multicultural diversity and inclusion and the overall use of new technologies in contemporary life. Although previous studies have highlighted the effects of acute organizational and operational stress among police officers across different European countries Achonga *et al.* (2011), little is known about the effects of these contemporary demands on police officer's occupational health or whether they are somewhat similar or completely different across European countries. In an attempt to understand this relationship and reflect on best practices on police occupational health in Europe, it seems crucial to conduct European comparative research, contributing to the development of a more qualified police training system 'capable of responding quickly and intelligently to the accelerating pace of social change'. Although European comparative studies among police officers have strong theoretical and applied implications at an individual and institutional level, little work has been conducted in this area, mainly due the difficulties associated with the research process and described in the following lines.

Ajani and Onwubuya (2010) states that there is still a gap between science and policing. In other words, on the one hand, police personnel complicate the use of results from academic research and knowledge. On the other hand, some academics ignore the real scenarios in which the police operate. Additionally, the difficulties researchers face when aiming to conduct research among police institutions, such as the access to data collection procedures, should also be seen as an explanation for the gap between science and policing.

Corruption should not be regarded as an exclusive social problem of the Nigeria Police alone; it permeates all facets of the society. Almost everyone in Nigeria is guilty of the same offence of cutting corners which means that all are key players and are culpable of the offence. This assertion agrees with the major tenets of the systems theory of Herbert Spencer (1820 - 1903); Vilfredo Pareto (1848 – 1923) and Margaret Archer (1988) which observed that the society is a giant system with intricate web of relationships, which exist in various and varied interactions, interrelationships and interdependences between and among its elements.

An overview of the security situation in Kenya reveals several sophisticated and complex challenges that allow an in depth study on performance with a view to improving service delivery and performance as a whole. To compliment government efforts in provision of security and peace initiatives, non-state actors have taken a more active role Daily Nation-May, 24;

2011. These include private sector firms, civil society and faith-based organizations. Preaching peace, tranquility and harmony have been the order of the day as can be echoed through the national anthem- *"may we dwell in unity, peace and liberty..."* Sad to mention that despite government efforts to reform the police force, criminal activities have been on the increase and it is feared the situation could get worse

Statement of the Problem

The performance of Kenyan police service has been a tedious issue for quite some time in Kenya. It has been reported that stressful work environment affects the performance of the police officers. According to the performance audit of NPS (2014), on housing the poor accommodation of the officers put undue pressure on the personnel. Carmargo (2011) asserts that police officers live in deplorable conditions with inadequate transport facilities to allow tem move from one place to another. This stressful condition of the police officers affects their performance. The Annual Report (NPS Annual Report, 2013) had in it that as a result of stressful conditions most police officers intermittently fell sick. Further the report indicated that in year 2013, Over 100 personnel were granted off duties for over 3 months accumulatively due to sickness.

The Ransley (2009), report on police reforms made over 200 recommendations geared at improving the terms and conditions of police which would consequently increase their job satisfaction. Among those recommendations include need to review the salaries of police officers periodically, improvement of housing and accommodations, purchase of modern equipment and logistical facilities. The report further articulated the need for police officers allowed to utilize their leave days as part of stress management program, extension of training period of recruits from 9months to 15months.

According to Were, Gakure and Waititu (2012), performance in the police force in Kenya has been deteriorating. Every day, criminal activities are experienced. The lack of security in Kenya, though blamed on the police, is argued to be a product of poor housing conditions. Health and safety of the police officers is also wanting. The police lack of a comprehensive medical and life insurance cover has accelerated stress among police officers especially when accidents occur and the hospital bills are unmanageable (Amnesty International, 2014). A report done by KNHCR (2014) recommended medical and life insurance for police officers. Given that the police risk their lives in providing security to the country, health cover is necessary to motivate and support the police. According to Brag (2006) employees in high risk jobs require an assurance of their health and safety measures.

The inadequate interpersonal communication within the force is a challenge and this has resulted in poor performance of duties (Republic of Kenya, 2011). Further exacerbating the situation is the fact that whiles all the above mentioned challenges have been proposed as areas of concern by the police reform agenda, nothing has been done.

A study by Suman (2010), noted that Police and judicial reforms remain necessary in Kenya, and present a critical link to 'Vision 2030' realization. The way forward for police and judicial reforms lie largely in constitutional, legislative and performance reforms. These are critical for public safety, law and order, and overall performance improvement in Kenya. This study explored all the available mechanism to come up with the new knowledge which required at this time. This prompted the need for this study to establish the influence of work environment on employee performance in the security sector specifically in Kenya Police Service, so as to bridge the existing gap.

Objectives of the Study

The general objective of this study was to establish the influence of work environment on employee performance in the security sector taking a case study of the Kenya Police Service. The specific objectives:

- To assess the effect of health and Safety facilities on employee performance in the security sector in Kenya.
- To examine the effect of reward management on employee performance in the security sector in Kenya.
- To establish the effect of interpersonal communication skill on employee performance in the security sector in Kenya.
- To determine the effect of housing conditions on employee performance in the security sector in Kenya.

LITERATURE REVIEW

Theoretical Review

Two-Factor Theory

Herzberg published the two-factor theory of work motivation in 1959. In his Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or factors to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace which can be related to the working environment can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe housing conditions. Motivators are related to the characteristics of the job itself.

According to the theory motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two- Factor is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). Herzberg's theory offers an explanation to why employees still lack motivation when confronted with high salaries and great housing conditions.

According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction (Tosi *et al.,* 2000).

In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors. This theory applies in this since the two elements in this theory account for overall job satisfaction. These are motivators and hygiene factors which can be compared to the working environment and the rewards employees get (Nelson, 2006).

Equity Theory

This theory was first developed in 1963 by Stacy Adams. Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. This can be related to satisfaction of employees in terms of equity or fairness of the performance appraisal in the firm. Adams (1965) asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others. Griffin and Moorhead (2012), also state that employees seek to be fairly treated. Employee perception on

fairness and equity is based on a comparison between themselves (Griffin & Moorhead, 2012). In addition, employees compare the remuneration and rewards they receive with those offered in other institutions. Based on the results from comparisons, employees can either be motivated or de-motivated when performing tasks (Pride et al., 2012; Griffin & Moorhead, 2012). This can be attributed to the fact that employees will compare their input and their compensation.

On the other hand, Dubrin (2008) states that employees will put in the greatest effort in their tasks if they expect the effort to lead to performance that in turn will lead to a reward. These employees are motivated by what they expect will be the positive consequences of their efforts. The consequences of employees efforts are realized through assessments of their tasks through performance appraisals. Griffin and Moorhead (2012) highlight the following as managerial lessons from equity theory: it is necessary for all employees to understand the reward system; employees perceive rewards differently, and employees will always conduct equity analysis.

Leete (2000) highlights the utilization of equity theory through a study conducted on motivation measures utilized by both profit and non-profit making institutions. Wage and reward equity is positively related with employee motivation and satisfaction (Leete, 2000; Tortia, 2008). The lack of employee equity and fairness leads to absenteeism and high turnover rate (Geurts, Schaufeli & Rutte, 1999). Ryan (2012) describes one limitation of equity theory as it does not highlight how institutions should handle equity inconsistencies. The equity theory will aid the study in determining whether the employee performance appraisal techniques have equity/fairness in terms of evaluation and whether the rewards and

punishments are similar to all of the employees within an institution.

Employees who feel they are being treated inequitably may exhibit the following behaviors: Put less effort into their jobs; ask for better treatment and/or rewards; find ways to make their work seem better by comparison; transfer or quit their jobs. The equity theory makes a good point that people behave according to their perceptions. If employees perceive the interpersonal communication to be unfair to them, they will not be satisfied with their job and therefore under perform.

Maslow's Hierarchy of Needs Theory
To investigate the influence of reward management on employee performance in the security sector in Kenya, the study was based on the Maslow's Hierarchy of needs theory. The Maslow's Hierarchy of needs theory was considered to be relevant in understanding the effect of housing conditions and health and safety on employees' performance of Kenyan police and hence giving a theoretical background for this study. According to (Hakacova *et al.*, 2010), argues that Maslow's ideas surrounding the Hierarchy of Needs concerns the responsibility of employers to provide a workplace environment that encourages employees to fulfill their own unique potential (self-actualization). These concerns are more relevant today than ever. Every person is motivated by needs. The most basic needs are in born; Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate employees. Motivation has a direct relationship with performance (Karimu, 2015).
Maslow's Hierarchy of needs states that each need must be satisfied in turn, starting with the lower level, that deals with the most obvious needs for survival (Maslow's, 1982). Only when the lower order needs of physical and emotional well-being are satisfied do employees get concerned with the higher order needs of influence and personal

development (Inyang & Abraham, 2013). Conversely, if the things that satisfy the lower order needs are swept away, employees cease to be concerned about the maintenance of higher order needs and end in frustration regression. Maslow's concept of self-actualization relates directly to the present day challenges and opportunities for employers and organization to provide real meaning, purpose and true personal development for their employees for life- not just for work (Karimu, 2015). Maslow saw the fact that employees have a basic human need ad a right to strive for self- actualization, just as much as the corporate directors and owners do. Increasingly, the successful organizations and employers were those who genuinely cared about, understood, encouraged and enabled their people's personal growth towards self- actualization- way beyond traditional work- related training and development, and of course way beyond old-style X- Theory management autocracy, which still forms the basis of much organized employment today.

The best modern employers and organization are beginning to learn at last: that sustainable success is built on a serious and compassionate commitment to helping people identify, pursue and reach their own personal unique potential notes. The best modern employers recognize this and as such offer development support to their staff in any direction whatsoever that the person seeks to grow and become more fulfilled, since this is the platform of great performance (Inyang & Abraham, 2013). This theory facilitated the understanding of the housing conditions and the health and safety that affects employee performance in the security sector in Kenya.

Expectancy Theory

The Expectancy theory is considered to be relevant in understanding the effect of interpersonal communication on employee's performance of Kenyan police welfare and hence giving a theoretical background for this study. According to Ibrahim (2015), argues that the concept of expectancy was originally contained in the valence-instrumentality-expectancy theory by Victor Vroom in 1964. According to Human Rights Watch (2010), valence stands for value instrumentality is the belief that if we do one thing it will lead to one another and expectancy is the belief that action or effort will lead to an outcome. The theory holds that individuals choose between alternatives which involve uncertain outcomes. The individual's behavior is not only affected by his preferences amongst these outcomes but also by the degree to which the individual believes the outcomes to be possible. Armstrong (2006) defines expectancy as a monitory belief concerning the likelihood that a particular act will be followed by a particular outcome.

According to Ibrahim (2015), expectancies may be described in term of their strengths. Maximum strength is indicated by subjective certainty that the act will not be followed by the outcome. The strength of expectations may be based on past experiences for example the idea that employees who go beyond the call of duty are rewarded. In these circumstances motivation to perform will be increased. To maintain such employee performance at workplace employers should reward their employees in accordance with their contribution.

This will motivate the employee to continue performing and even go beyond the call of what they are expected to do. Expectancy theory has also made some important contributions to motivation theories. Unlike other theories the expectancy theory takes into account individual perceptions and thus personal histories allowing a richness of response not obvious in other theories which assume that people are essentially the same. However, the expectancy theory has also been criticized. Human Rights Watch (2010), argues that greatest difficulty in testing the theory stems from

the fact that theory is so comprehensive that is virtually impossible to concurrently test all aspects of the theory. This theory facilitated the understanding of the third research question: How does interpersonal communication affect employee performance in the security sector in Kenya?

Conceptual Framework

Independent Variables   **Dependent Variable**
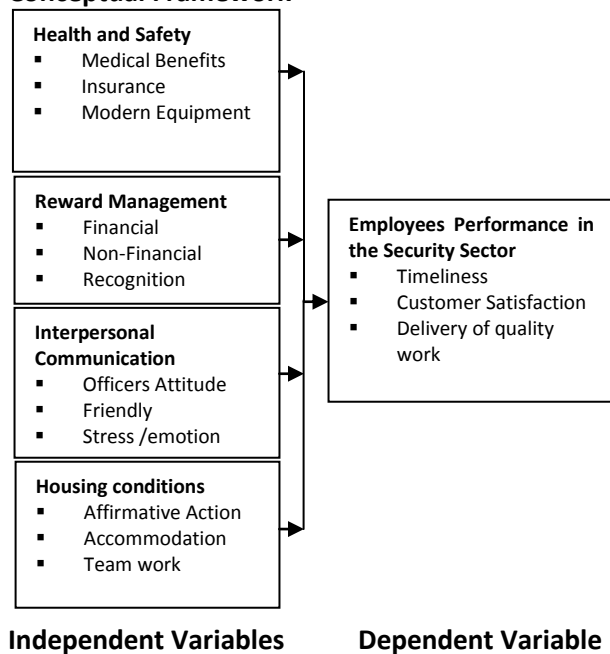
Figure 1: Conceptual Framework

Health and Safety

Police officers face a range of risks at work: homicide, assaults, communicable diseases, injuries during car crashes and regular abuse. The risks vary according to the task being undertaken (for example, whether performing traffic duties, attending street disturbances, arresting offenders, guarding prisoners in watch houses or in hospital, or transporting offenders to court. A few officers in the United States have been killed off-duty, most commonly after intervening in robberies, or when on-duty police mistook them for gang members (Karimu, 2015). Some died through unintentional firearm discharges, typically when officers ignored firearms safety rules while unloading and disassembling weapons. However, since police

homicides have remained relatively constant in a time of increased availability of firearms and illicit drugs, it seems that body armour, medical technology and training strategies are keeping pace with the threats (Ibrahim, 2015).

Establishing public safety is among local government's fundamental obligations to its citizens. The safety of one's person and security of one's property are widely viewed as basic human rights and are essential to the community's overall quality of life. When the citizenry is not, and does not feel, reasonably safe, other critical local government functions such as economic development, government finance, public education, stable housing, and basic local government services become that much more difficult to provide. In short, a community's reputation for public safety heavily influences its appeal as a place to raise a family or open a business as a local government executive, you are held accountable for public safety, and the perception thereof, in your community. In turn, you likely delegate to your local police agency the primary responsibility for public safety, at least that part of it that pertains to crime, nuisances, disorder and traffic safety. The voters or other elected officials may hold you personally accountable for public safety and its perception regardless of your actual authority over your local function. While you certainly should rely on your police executives to understand public safety and crime prevention in depth, you need to know enough to ensure that police and other local government functions are being carried out effectively, efficiently, and fairly (Kaiseler *et al.,* 2013).

Reward Management

Ibrahim, (2015) study showed that police entire towns, cities, and even regional municipalities, our queries about the overall "level of wealth" and income in the community elicited rather vague

answers. How can one characterize the level of wealth of a heterogeneous area like Toronto, or even Kelowna? However, we also asked whether there is an area in their jurisdiction that presents a policing problem due to low income or poverty. Almost one quarter (23%) of the sample answered in the affirmative. This was much more common in metropolitan areas: 50% of metropolitan police services identified a poverty problem area, compared with only 16% of suburban/exurban services, and 9% of rural and small town services. Poverty problem areas were identified most often by police in the Prairies and least often by police in the Territories and Quebec.

In the area of promotion, the study noted that year after year, the agency has made promotion purely a question of "ethnic patronage and a man-know-man affair" at the expense of standards by way of seniority, records, and high performance. The result through the years has been the full enthronement and consolidation of mediocrity which has adversely affected the morale of personnel and as well as the agency performance with regards to its numerous responsibilities (Kaiseler *et al.,* 2013).

The study argued that in the agency, the way promotion is conducted ultimately does not encourage its officers to so aspire. They added that men and officers suffer often from errors of compilation of names and other administrative lapses of state commands and lack of thoroughness at police Headquarters. Also, the study noted that promotion exercise does not take into account sectorial or departmental requirements. It was further noted from the interviews that certain crucial sections of the force like communication, works, and band are usually ignored in promotion exercise even when it is clear to all and sundry that these departments are suffering from the dearth of officers to take charge of their nation-wide operations. This situation which has resulted in high level of frustration according to the study has

discouraged potential hands from enlisting in these sections (Gomes *et al,* 2012).

The study indicated that the major functions of the police in Nigeria are to preserve public peace, prevent and control crime, prosecute offenders, traffic duties and other similar duties as may be assigned to them by the constitution or executive branch of government. However, the study argued that the police personnel have tried their best in crime prevention and control within the limit of their capability. It is also part of the argument of the study that the police would have performed creditably if successive Inspector Generals of Police have been truly committed to raising the standards of policing through efforts at improving the conditions of service and provision of necessary equipment (Kaiseler *et al.,* 2013).

Interpersonal Communication

How would you feel when you are confronted with an irritated or even angry service employee? This question is all about emotional labor and the social interaction effect of emotions. These kinds of emotions that a company considers appropriate to show to clients are often part of its policy and a principle of the company's so-called display rules. Display rules thus refer to the emotions that ought to be expressed in public (Gomes *et al.,* 2012). For instance, call center employees need to show interest in their clients whereas nurses need to show empathy to their patients. Display rules are an integral part of emotional labor, which can be described as the employee's management of feelings in order to create an observable display (Gomes *et al,* 2012).

Emotional labor is particularly relevant for the human service professions, in which frequent contact with clients forms an important element of the job. The display of emotions serves an important function in social interactions. Therefore, we assume that the valence of emotions shown in

emotional labor may be directly related to the way the receiver will judge the performance success of the police officer. Especially, positive emotions may contribute to evaluating an interaction as successful. For example, Tsai and Huang (2002) related expression of positive displays and perceived friendliness to experienced service quality. Research of Ibrahim (2015) showed that the expression of positive displays is related to overall performance. Human Rights Watch (2010) showed a positive relationship between expressions of happiness and increased liking. Likewise, research has shown a positive effect of smiling on experienced customer satisfaction. Finally, the experience of positive emotions is related to better functioning in organizations and the expression of positive emotions to increased co-worker support.

Deep acting on the other hand refers to the control of inner thoughts and feelings, in order to meet the organization's display rules (Kaiseler *et al.,* 2013). While applying deep acting, the outward expression as well as the inner emotion should be regulated such that they are consonant. In this way, an emotion should be controlled before it comes to its visible expression. When a police officer uses deep acting, given the often emotionally taxing situations, thoughts regarding the professional role of a police officer (i.e., in regard to how a prototypical police officer is supposed to act), for example, may lead to feelings of calmness and control. This should make the police officer able to both feel and express positive emotions in order to meet the organization's goal of satisfied clients.

Housing Conditions

Housing conditions include inadequate welfare measures insufficient facilities, uncertain working hours and leaves rules. They influence the performance and personal satisfaction of a worker. Police work is very arduous, strenuous and complicated certain condition of police work like 24

hours' duty, irregular working schedule, dealing with criminals and other risking duties can be very taxing. Police women must be provided with certain possible compensatory measures by way of better conditions of work (Kaiseler *et al.,* 2013).

Ensuring public safety and security is a core task of government. Dealing with lack of safety requires a concerted approach by government, civil society, the business community and individual citizens. In 2007, the Safety Begins with Prevention programme was launched with the goal of reducing crime by 25% by 2010 compared to 2002. The programme contains measures to achieve this goal. The programme is wide reaching, and its approach is integrated, with contributions from local and central government and prevention combined with enforcement. The Safety Begins with Prevention programme contains many measures, concentrating on six themes: tackling aggression and violence; tackling theft; tackling crime against business; tackling anti-social behavior and urban decay; the person-specific approach to young persons at risk and repeat offenders and combating serious and less visible forms of crime, including cybercrime, financial and economic crime, and organized crime (Gomes *et al.,* 2012).

Welfare measures such as; Child Care Leave on the pattern of GOI may be given by all State Police Organizations; Crèche's may be provided wherever women are posted in large numbers. Training during pregnancy for basic courses; Pregnant trainees may be sent home, training to re-commence after 1 year of delivery and this should not affect their seniority in the batch and the duties that can be assigned to pregnant women as well as the duties that should not be assigned to pregnant women should be clearly specified by each Police organization. Basic amenities to women such as separate toilets and rest rooms should be ensured at workplace (Ali & Sharif, 2012).

Some traditionalists have a rigid view on women in policing. For them women's work domain is within the boundaries of home and their role should be limited to it. Policing being a strength based profession is too tough to handle for women. But as change took place in every arena of society this field does not remain untouched by change. Women started to actively participate in such professions. It helps police women to recognize their potential and at the other hand it empowers the women who are suffering from various kind of violence. This change is still in the initial phase (Kaiseler *et al.,* 2013).

Employee Performance

Job Performance is a measure of how well or poor ones carry out the delegated duties; it's used to gauge the individual employee's result against the desired results. Job performance determines whether the goals of an organization are consistently met in an efficient and effective manner. How well or poor an individual performs his duties are hinged on a number of factors which may include and not limited to living and working environment conditions, the right skills and tools for provision services, enumeration and motivational issues, promotional policies in an organization (Gomes *et al.,* 2012). Performance can be rated using numerical (1, 2, 3) and alphabetical (a, b, c) rating scales which may be described as 1 or A=excellent,2 or B=very good, 3 or C= fair. It is after the ratings that employees are categorized as super achievers and satisfactory workers. In the present study, job performance will be categorized into personal accomplishment, depersonalization and emotional exhaustion, which will be used as measures for job performance among police officer. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Cunha, 2012). Kenney et al. stated that employee performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures as briefly explained. Gomes *et al.* (2012) base the ethos of performance on the assumption that if the performance levels of the individual can be raised somehow, better organizational performance will follow as a direct result. In his book, The Cunha (2012) describes how companies achieve profitably by putting people first. Numerous business practices have been put fourth that suggest management practices can affect performance in positive ways. These include training, performance management, and reward and incentive systems (Gomes *et al.,* 2012). Productivity tends to be associated with product oriented terms (e.g. supervisory ratings and goal accomplishments). Employees must be able to deliver good results and have ha higher productivity. Employee performance is based on individual factors to include external factors such as reward and motivation, work environment, technology among others.

Empirical Review

Health and Safety

A few special units such as the mobile units such riot squads, police dog handlers and mounted police have special equipment such as helmets, riot shields and long batons. Arrest teams are equipped with extra weapons such as semi-automatic firearms and stun-bag shotguns. (A stun-bag consists of a small round. The use of automatic weapons requires prior consent from the public prosecutor, with the written authorization of the Ministry of Justice. Police officers may use electric batons only as a defense against aggressive animals. They may also use CS gas canisters in certain clearly defined situations, for example for crowd dispersal. Another special weapon is the police dog. Police handlers have to be properly qualified, and the dogs

have to comply with statutory criteria and be certified (Cunha, 2012).

In Kenya the Occupational Safety and Health Act 2007 provides guidelines for safety, health and welfare of workers and all persons lawfully present at workplaces (Republic of Kenya, 2007). However, the police recruitment and training process have focused on quantity rather than quality (Republic of Kenya, 2003). Further staff shortage with increased workload raises concerns on police officer's ability to cope and deliver adequate services within police profession. Water and Ussery (2007) pointed out that their safety was not guaranteed since police work involves enforcing law, peace keeping, protection of people and interrogating criminals, thus nature of workload is demanding and likely to be stressful. Also in Nigerian incidents of neglects of welfare services of police officers have been reported due to absence of a comprehensive and sustainable welfare policy, inadequate and improper budgetary allocation by the government and this exposed officers to risk in performance of duties as they lacked proper protective gears (Cunha, 2012). Gomes *et al.* (2012) argues that medical services aim to provide help to employees who get absent from work for long periods because of illness related issues. They should aim to speed the return of employee to work. Visits should be done by the managers or specialized full-or-part-time sick visitor with the aim of showing employees that their firm and colleagues are concerned about their welfare and also to alleviate any loneliness that they may feel. It is argued that sickness brought about by HIV and AIDS can affect an employee performance. The loss of workers and productive time cannot be separated from other impacts such as loss of morale and increased costs. Health care costs, paid sick leave and funeral costs also add to the financial burden in dealing with HIV/AIDS. The police service may be particularly at risk of these impacts because of the generous provision of such benefits. The obvious impact of these increased costs is that the budget of the police service will be stretched with less money available for training, investment, infrastructure, and equipment the provision of medical facilities in such cases in any organization could reduce the incidences of HIV/Aids and other illness among employees (Cunha, 2012).

Reward Management

The regional police forces are responsible for their own career development policies. Good career policy requires effort by both the employer and employees. The employer has to specify the requirements and offer opportunities for career advancement, and the employees have to be interested and committed, willing to undergo training, and sometimes willing to move elsewhere. The regional forces are also consulted on national policy (Cunha, 2012). Career development policy in the regional forces includes regional management development policy, which focuses on identifying, selecting, developing and deploying managerial potential. This policy applies to all positions in the police force, except for the most senior officers, who are appointed by the Crown. The two government ministers responsible for the police appoint the most senior officers and draw up their job requirements. The National Management Development Agency for Police and Fire Services works with the police forces and police training institutes to find talented individuals who can serve in the highest strategic ranks of the Dutch police service. It also fosters the development of talent and arranges for appointments to be made by the Crown a function it also performs for the fire service. In order to select highly talented individuals for the police service, the Agency has set up an admissions committee consisting of force managers, regional police chiefs and chief public prosecutors. The committee assesses whether an individual is suitable for a strategic position and works out a personal development process for each

individual, in close collaboration with the Police Leadership School (Cunha, 2012).

Interpersonal Communication

The provision of accurate information is essential for cooperation between the regional police forces. It is both a requirement and an instrument for implementing and monitoring day-to-day tasks. Information exchange: The police forces carry out a number of types of work: intake, emergency assistance, enforcement, and investigation. In doing so, they exchange information with each other and with their partners in the Netherlands and abroad. Such information is exchanged within the statutory parameters, such as legislation on data protection and EU and international agreements (Cunha, 2012). During the intake process, the police respond to requests from individuals and businesses, and exchange information with them through a variety of communication channels. Emergency assistance is the physical police response to incidents. In this connection, they exchange information about the deployment of other police forces, the fire service and the ambulance service. The enforcement process includes granting licenses, monitoring compliance with regulations, investigating offences, providing information and applying sanctions (Human Rights Watch, 2010). According to the Kenya police strategic plan (2008-2011) the service lack the right and appropriate communication equipment; communication equipment within the police, were found either absent, non-functional, or poor and out dated. This directly undermines the ability by members to access telephone, mobile phones or internet facilities to enable them to undertake their normal policing functions. Kaiseler *et al.* (2013) reveals that police investigators routinely use their personal mobile phones for official purposes, as they have no access to police communication systems. National tasks force also found that some criminals have superior communication equipment to that of the police,

which enable them to intercept police communications. In order to modernize the equipment, the police should consider outsourcing the communication equipment to external service provider. Nevertheless, the availability of personal information and the expectation of relationship development Uronu and Lameck (2011) can help override perceived group differences and contribute to the attainment of higher trust. Individuating information of outgroup members, such as their names and pictures, may significantly lead to an increase in their perceptions of trustworthiness, expected reciprocity from them, and likelihood of trusting behaviors during social interaction with them (Osborne, 2010). Also, personal connectedness without group members may be conducive to the attainment of higher trust to out groups. Osborne (2010) argue that establishing a personal and intimate relationship with out group members is one condition that may help bear positive attitudes toward the group. When one has an out group friend or even acquaintance, higher trust and empathic attitudes to out group members may be achieved Olosula (2012), leading to greater exchange of personal information and potentially positive overall attitudes toward out group members. All of these findings then underscore the importance of establishing trust during police-community interactions.

Housing Conditions

Housing is a challenge to junior officers as they are compelled to share living units of two or three-bedroom flat accommodation with other families. The National task force 2009 found that the government has made limited effort to provide and improve the housing condition for the police staff. However, the police housing is inadequate and where available they are overcrowded with married and single police officers forced to share single rooms. The resultant effect has been decay in

values and morals, low morale, high levels of stress and strained interpersonal relations between the officers (Olosula, 2012). The alarming situation supported by statistics provided to task force, indicate that the Kenya police, with a compliment of 42,342 officers has a shortfall of 30,000 housing units. Despite the inadequacy budgetary allocation, the national task force 2009 was concerned that the police service did not appear committed to planning and prioritizing their housing projects. It, therefore recommended for government to consider other viable and convenient options of handling these projects by utilizing internal capacity readily available in the National Housing Corporation (NHC) or private sector. Olosula (2012), report indicates that Kenyan police are critically challenged with regard to transport facilities. The policing needs far outweigh the transport resources at their disposal. Whereas they are minimal vehicles to carry out their duties the few available resources are poorly serviced and scarcely fuelled. The field work team was informed by some of the police respondent that each police vehicle as a quota of 10 litres of fuel a day, (24 hours) regardless of the jurisdiction. The lack of reliable transport means therefore that the police will be slow to respond to incidents of crime. Similarly, it also minimizes police presence in certain crucial localities making it possible for criminals to have a field day. Various authorities are responsible for enforcing environmental legislation. The police make a contribution and cooperate with other authorities. Environmental policing takes place at three levels: simple offences, which can be dealt with by any police officer; offences of medium seriousness, which can be dealt with independently by regional environmental investigators; more serious environmental offences, which are dealt with by multidisciplinary interregional teams consisting of police officers and officers from other investigative agencies or representatives of government ministries (Olosula, 2012). In recent years, the regional police forces have greatly

improved their implementation of environmental tasks. Since the Environment Frame of Reference was drawn up in 2004, the regional environmental teams have been joined by interregional environmental teams. In 2007, the police drew up the Police Environmental Plan for 2011, The Environment in Development. This document concentrates on improving information management, strengthening cooperation with the inspectorates, and promoting the expertise of environmental officials in combating the more serious forms of environmental crime. Nyakundi *et al.* (2012) acknowledges that their mere presence in certain crucial localities is itself deterrence to crime. The poorly serviced vehicles also mean that police cannot match the speed and efficiency which criminals often escape from crime scene National police task force 2009 on reform also found that police officer's effectiveness was inhibited by lack of motor vehicles to undertake policing work.

Employee Performance

Performance success and felt positive emotions Perceived performance success may lead to positive feedback given from the receiver to the sender. Performance feedback can be considered an important job resource that may positively affect the worker's well-being (Nyakundi *et al.,* 2012). Job resources like positive feedback and rewards can lead to higher levels of work engagement and buffer the impact of job demands on burnout. Acquired resources as a result of a performance that is perceived as successful may increase one's energy level, which can be helpful in preventing further energy losses during the rest of the work shift. Furthermore, positive emotions can broaden people's thought and action repertoire. Positive emotions are also able to undo the after effects of negative emotions. Therefore, this study also aims to explore whether senders' felt positive emotions as experienced at the end of the interaction may be influenced by the display of positive emotions

through a successful performance (as perceived by the receiver). We thus hypothesize that when the performance is perceived as successful, this mediates the relationship between the perceived display of positive emotions and senders' positive emotions as felt after the interaction, while controlling for senders' positive affect prior to the interaction (Olosula, 2012).

RESEARCH METHODOLOGY

A descriptive research design was adopted. Creswell (2003) observes that a descriptive research design is used when data are collected to describe persons, organizations, settings or phenomena. The target population in this research was police officers who were stationed at police headquarters in Nairobi County. A population of 733 police officers of various ranks was studied with the targeted elements being found within Nairobi County. The data collection tool in this study was the questionnaire. This method was relevant in this study because it went along with the research design, the survey and it is both cost and time effective. The questionnaires were used to collect data. According to O'leary (2010), questionnaires gave a feeling of being anonymous and confidential, they allowed for comparisons and they generated standardized, quantifiable and empirical data. The study conducted a multiple regression analysis. The regression equation was:

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

Whereby Y = Employee Performance, X_1= health and Safety facilities, X_2= reward management, X_3= interpersonal communication and X_4= housing conditions, while β_1, β_2, β_3 and β_4 were coefficients and ε was the error term.

FINDING AND DISCUSSION

Effect of Health and Safety Facilities on Employee Performance in the Security Sector

This study investigated the effect of health and safety facilities on employees' performance by probing various aspects of health and safety facilities that influenced the KPS performance. This was done by examining the effect of counseling programs on work-life balance and stress, provision of comprehensive medical insurance cover to all officers, provision of health services to staff and their extended family members, accommodation allowances or allocated best houses and provision of modern firearm to combat crimes towards the high rising insecurity. Majority (95%) of the respondents indicated that the health and safety facilities affected the employees' performance in Kenya Police Service while a few (5%) disagreed. The respondents indicated that the congestion in the small rooms and lack of comprehensive medical cover they live in put their health at risk. This therefore makes them not to perform their duties satisfactorily. They revealed that the poor working environment make their working difficult. The findings were shown in Table 1.

Table 1: Health and safety facilities affects employee performance

Response	Frequency	Percentage
Yes	76	95
No	4	5
Total	**80**	**100**

This finding agreed with Gomes *et al.* (2012) study which indicated that medical services aimed to provide help to employees who get absent from work for long periods because of illness related

issues. They should aim to speed the return of employee to work. Visits should be done by the managers or specialized full-or-part-time sick visitor with the aim of showing employees that their firm and colleagues are concerned about their welfare

and also to alleviate any loneliness that they may feel. It is argued that sickness brought about by HIV and AIDS can affect an employee performance.

Table 2: Effect of health and Safety facilities on employee performance

Statement	Mean	Standard deviation
KPS provides counseling programs on work-life balance and stress	2.01	1.21
KPS provides medical insurance cover to all officers for better performance	2.43	1.54
KPS provides health services to staff and their extended family members for better performance of their services to their clients	1.26	1.01
KPS employees are given better accommodation allowances or allocated best houses with their	1.83	1.32
KPS provide with the modern firearm to combat crimes towards the high rising insecurity	1.23	1.54

Majority of the respondents disagreed that the KPS provided counseling programs on work-life balance and stress as revealed by a mean of 2.01 and a standard deviation of 1.21. Majority disagreed that the KPS provided medical insurance cover to all officers for better performance as indicated by a mean of 2.43 and a standard deviation of 1.54. Majority also disagreed that the KPS provided health services to staff and their extended family members for better performance of their services to their clients as shown by a mean of 1.26 and a standard deviation of 1.01. Majority of respondents disagreed that the KPS employees are given better accommodation allowances or allocated best houses with their as shown by a mean of 1.83 and a standard deviation of 1.32. Majority of respondents disagreed that KPS provided with the modern firearm to combat crimes towards the high rising insecurity as revealed by a mean of 1.23 and a standard deviation of 1.54. The respondents indicated that the lack of medical insurance make the police to work in fear and hence affects their performance. They indicated the poor accommodation make their work difficult since they do not get proper rest in their houses. They lack modern firearms to deliver in their duties hence lowering their performance.

Water and Ussery (2007) pointed out that police safety was not guaranteed since police work involves enforcing law, peace keeping, protection of people and interrogating criminals, thus nature of workload is demanding and likely to be stressful. Further staff shortage with increased workload raises concerns on police officer's ability to cope and deliver adequate services within police profession.

Reward Management influence on Employee Performance in the Security Sector

The study investigated the influence of reward management on employees' performance by examining various features of reward that influence performance. These included financial reward, remuneration, types of allowances and non-financial rewards to the police service.

Majority (85%) of the respondents indicated that reward affected employee performance in police service while a few (15%) disagreed. The respondents revealed that reward motivate them to perform with energy. Therefore the inadequate reward makes them demotivated and leads them to be involved in corruption in order to cater for their needs. This negatively influences their performance.

Table 2: Reward affects employee performance in police service

Response	Frequency	Percentage
Yes	68	85
No	12	15
Total	**80**	**100**

This finding was supported by Ibrahim, (2015) study which showed that police entire towns, cities, and even regional municipalities, our queries about the overall "level of wealth" and income in the community elicited rather vague answers. How can one characterize the level of wealth of a heterogeneous area like Toronto, or even Kelowna? However, we also asked whether there is an area in their jurisdiction that presents a policing problem due to low income or poverty. Almost one quarter (23%) of the sample answered in the affirmative. This was much more common in metropolitan areas: 50% of metropolitan police services identified a poverty problem area, compared with only 16% of suburban/exurban services, and 9% of rural and small town services. Poverty problem areas were identified most often by police in the Prairies and least often by police in the Territories and Quebec.

Table 2: Reward and performance of police service

Statements	Mean	Standard deviation
KPS has embraced financial reward to the officers in uniform	1.67	1.32
KPS has improved the remuneration to their employees	1.91	1.11
KPS has all Types of allowances to the uniform officer, hence better performance	1.12	1.01
KPS has all non- financial rewards to the police service, hence reduction of corruption in the force	1.26	1.65

The findings in Table 2 indicated that majority of the respondents disagreed that the Kenya Police Service had embraced financial reward to the officers in uniform as shown by a mean of 1.67 and a standard deviation of 1.32. Majority also disagreed that the KPS had improved the remuneration to their employees as revealed by a mean of 1.91 and a standard deviation 1.11. Majority disagreed that the KPS had all Types of allowances to the uniform officer, hence better performance as indicated by a mean of 1.12 and a standard deviation 1.01. A large number of respondents disagreed that the KPS had all non- financial rewards to the police service, hence reduction of corruption in the force as shown by a mean of 1.26 and a standard deviation 1.65. The respondents indicated that the lack of financial or non-financial reward demotivates them. This makes them involve themselves in unethical behaviours such as corruption.

This finding was reflected in study by Kaiseler *et al.,* (2013) who found that in the area of promotion, year after year, the agency has made promotion purely a question of "ethnic patronage and a man-know- man affair" at the expense of standards by way of seniority, records, and high performance. The result through the years has been the full enthronement and consolidation of mediocrity which has adversely affected the morale of personnel and as well as the agency performance with regards to its numerous responsibilities.

Effect of interpersonal communication on employee performance

The study probed the effect of interpersonal communication on employee performance in the security sector by examining the extent of the influence that interpersonal communication had on employees performance and study the various interpersonal communication aspects that included cultural attitudes, friendly interaction, managing stress provision of necessary modern equipment to quick dissemination of information and decision making and existing clutter in the system.

Table 3: Interpersonal communication affects employee performance in police service

Response	Frequency	Percentage
Very Great extent	42	52
Great	12	15
Moderate extent	10	12
Low extent	9	11
Not extent at all	7	10
Total	**80**	**100**

Majority 42 (52%) of the respondents indicated that interpersonal communication influenced employees performance in police service to a very great extent while 12 (15%) indicated that to a great extent. A few 7 (10%) of the respondents indicated to no extent at all while 9 (11%) indicated to a low extent. The respondents revealed that the way the leaders communicate to the juniors and vice versa influences their performance at work.

This finding was reflected by Tsai and Huang (2002) who related expression of positive displays and perceived friendliness to experienced service quality. Research of Ibrahim (2015) showed that the expression of positive displays is related to overall performance.

Table 4: Interpersonal communication and performance of employees

Statements	Mean	Standard deviation
KPS has developed interpersonal communication for better performance	1.58	1.42
KPS has improved the cultural attitudes among the ranks	1.62	1.11
KPS has encouraged a friendly interaction in their canteens, the barracks and stations	1.32	1.01
KPS has embarked on managing stress among their officers	1.16	1.65
The Police Stations have all the necessary modern equipment to quick dissemination of information and decision making	1.69	1.32
KPS they have improved the existing clutter in the system	1.43	1.01

The findings in Table 4 indicated that majority of the respondents disagreed that KPS had developed interpersonal communication for better performance as revealed by a mean of 1.58 and a standard deviation of 1.42. Majority also disagreed that KPS had improved the cultural attitudes among the ranks as indicated by a mean of 1.62 and a standard deviation of 1.11. A large number of respondents disagreed that KPS had encouraged a friendly interaction in their canteens, the barracks and stations as shown by a mean of 1.32 and a standard deviation of 1.01. Majority of respondents

disagreed that KPS had embarked on managing stress among their officers as shown by a mean of 1.16 and a standard deviation of 1.65. Majority of respondents disagreed that the police stations had all the necessary modern equipment to quick dissemination of information and decision making as revealed by a mean of 1.69 and a standard deviation of 1.32. A large number of respondents disagreed that KPS had improved the existing clutter in the system as indicated by a mean of 1.43 and a standard deviation of 1.01. the police indicated that the management does not involve them in decision making. They recommended that there should be inclusive meetings to inform them on the suggestions of the management. This should involve employees airing out their suggestions so as to enhance their performance of their duties.

Human Rights Watch (2010) showed a positive relationship between expressions of happiness and increased liking. Likewise, research has shown a positive effect of smiling on experienced customer satisfaction. Finally, the experience of positive emotions is related to better functioning in organizations and the expression of positive emotions to increased co-worker support.

Effect of Housing Conditions on Employee Performance in the Security Sector

The study examined the effect of housing conditions on employees' performance in the security sector by probing the various aspects of housing conditions in the police service. This included the provision of housing, presence of joint ventures, and teamwork among employees and affirmative action among the staff.

Majority (98%) of the respondents indicated that housing conditions can affect employee performance in police service while a few (2%) disagreed. The police indicated that confortable accommodation make them concentrate on their work since they can get to rest well. They indicated that they do not have sufficient housing and this make it difficult to perform their duties.

Table 5: Housing conditions can affect employee performance in police service

Response	Frequency	Percentage
Yes	78	98
No	2	2
Total	**80**	**100**

Majority of the respondents disagreed that the KPS had uniform housing for all the staff as shown by a mean of 1.32 and a standard deviation of 1.87. Majority of the respondents disagreed that the KPS had improved on their housing facilities as revealed by a mean of 1.76 and a standard deviation of 0.21. A large number of respondents also disagreed that the police had access to joint ventures as indicated by a mean of 1.45 and a standard deviation of 1.90. Majority of respondents disagreed that KPS provides housing mortgages for staff in the police service as shown by a mean of 1.92 and a standard deviation of 1.11. The police respondents indicated that they have it rough in terms of accommodation. This makes them tired and hence can perform their duties to the satisfaction of the management.

This finding was reflected in the National task force 2009 which found that the government had made limited effort to provide and improve the housing condition for the police staff. However, the police housing is inadequate and where available they are overcrowded with married and single police officers forced to share single rooms. The resultant effect has been decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers (Olosula, 2012).

Table 6: Housing conditions and employee performance

Statements	Mean	Standard deviation
KPS has uniform housing for all the staff	1.32	1.87
KPS has improved on their housing facilities	1.76	0.21
Police have access to joint ventures	1.45	1.90
KPS provides housing mortgages for staff in the police service	1.92	1.11

Employee Performance

The study investigated employee performance in Kenya police service by probing the various aspects of performance. This was done by studying performance of employees over the previous five years and if employee performance was key in the police service.

Majority of the respondents indicated that officers were keener in carrying out tasks or duties with proper attention (diligence) in 2015 than other years as revealed by a mean of 1.87 for 2011, 2.65 for 2012, 2.78 for 2013, 3.98 for 2014 and 4.23 for 2015 as shown in Table 4.15. Majority indicated that in 2015, there was adherence to moral principles, moral uprightness, honesty, decency and trustworthiness as shown by a mean of 2.87 for 2011, 3.03 for 2012, 2.90 for 2013, 3.71 for 2014 and 3.67 for 2015. Majority of respondents indicated that transparency and accountability rate was high in 2015 as indicated by a mean of 1.90 for 2011, 2.11 for 2012, 3.89 for 2013, 3.12 for 2014 and 3.98 for 2015. Ability to manage people, internal communication, direct, co-ordinate and develop service delivery with timeliness was great in 2015 as revealed by a mean of 2.34 for 2011, 2.16 for 2012, 3.19 for 2013, 3.82 for 2014 and 3.99 for 2015. Majority of the respondents indicated that efficiency towards service delivery was better in 2015 with a mean of 4.12.

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Cunha, 2012). Kenney et al. stated that employee performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures as briefly explained.

Table 7: Performance of employees in Kenya Police Service

Statements	2011	2012	2013	2014	2015
Keenness in carrying out tasks or duties with proper attention (diligence)	1.87	2.65	2.78	3.98	4.23
Adherence to moral principles, moral uprightness, honesty, decency, trustworthiness	2.87	3.03	2.90	3.71	3.67
Transparency and Accountability rate	1.90	2.11	3.89	3.12	3.98
Ability to manage people, internal communication, direct, co-ordinate and develop service delivery with timeliness	2.34	2.16	3.19	3.82	3.99
Efficiency towards service delivery	2.76	2.43	2.98	3.67	4.12

Majority (90%) of the respondents indicated that the employees' performance played a key role in the police service while a few (10%) disagreed. This was because the key mandate of the police if to offer security to Kenyans. Therefore the employees of the Kenya Police Service ought to ensure they did

their duties well. This could be done by the service providing the required facilities and materials to the employees.

Gomes *et al.* (2012) base the ethos of performance on the assumption that if the performance levels of the individual can be raised somehow, better organizational performance will follow as a direct result. In his book, The Cunha (2012) describes how companies achieve profita by putting people first. Numerous business practices have been put fourth that suggest management practices can affect performance in positive ways. These include training, performance management, and reward and incentive systems (Gomes *et al.,* 2012).

Table 8: Employee performance plays a key role in the police service

Response	Frequency	Percentage
Yes	72	90
No	8	10
Total	**80**	**100**

Regression Analysis

The regression was calculated using the basic regression model

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_3 X_4 + e$

Where;

Y was Employee performance, X_1 was the Health and Safety facilities, X_2 was the Reward management, X_3 was the Interpersonal communication and X_4 was the Housing conditions

B_0 was a constant which was the value of dependent variable when all the independent variables are 0.

β_{1-n} was the regression coefficients or change induced by X_1, X2, X_3 and X_4 on Y. It determined how much each (i.e. X_1, X2, X_3 and X_4) contribute to Y

e was the error of prediction.

Table 9: Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				F Change	df1	df2	Sig. F Change
0.78	.6084	.56	.64593	2.970	1	79	.0431

The regression had a correlation coefficient (R^2) of about 0.6084 and an adjusted R^2 of 0.56. This means that health and safety facilities, reward management, interpersonal communication and housing conditions explain 60.84 percent of the variations in employees' performance. The F-value of 0.0431 at 5% significance level is significant indicated that the joint contribution of the independent variables was significant in predicting the dependent variable.

Table 10: ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	49.136	1	12.5243	23.871	0.00[b]
Residual	28.821	80	0.6291		

Total	77.957	79

Table 10 showed the results of the regression analysis based on the sign of the coefficient of 0.000. This means the joint contribution of the four factors: health and Safety facilities, reward management, interpersonal communication and housing conditions positively influence employee's performance. This indicates that the other factors that affect employees' performance and have not been included in the model are statistically significant in determining employees' performance. The constant was also positively related to employees' performance implying that the impact of these factors which are not in the model will influence employees' performance positively.

Table 11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.512	.160		3.4	.022
Health and Safety facilities	1.271	.541	.082	2.438	.015
Reward management	1.237	.368	.061	2.435	.020
Interpersonal communication	1.281	.471	.490	2.720	.011
Housing conditions	.85931	.357	.0234	2.333	.050

Dependent variable: Employees performance

Hence the resultant regression model is:
$Y = 0.512 + 1.271X_1 + 1.237X_2 + 1.281X_3 + 0.85931X_4$
Interpersonal communication was positively related to employees' performance and has the most statistically significant coefficient as indicated by a p-value of 0.011. This implied that the interpersonal communication improvement positively affected the employees' performance.
There was a positive relationship between employees' performance and the reward management. Reward management also had a statistically significant coefficient as indicated by a p-value of 0.020.

The health and safety facilities were positively related to the employees' performance. This is shown by the positive sign of the coefficient. The coefficient of employee's competence is also statistically significant as indicated by a p value of 0.015. The study therefore concludes that health and safety facilities positively influence employees' performance.

The housing condition is positively related to the employees' performance. This is shown by the positive sign of the coefficient. The coefficient is statistically significant as indicated by p-value of 0.050.

FINDINGS AND CONCLUSION
The study found out that a majority of the respondents indicated that the health and safety facilities affected the employees' performance in Kenya Police Service. The respondents indicated

that the congestion in the small rooms and lack of medical cover they live in put their health at risk. This therefore makes them not to perform their duties satisfactorily. They revealed that the poor working environment put make their working difficult.

Majority of the respondents disagreed that the KPS provided counseling programs on work-life balance and stress as revealed by a mean of 2.01 and a standard deviation of 1.21. Majority disagreed that the KPS provided medical insurance cover to all officers for better performance. Majority also disagreed that the KPS provided health services to staff and their extended family members for better performance of their services to their clients as shown by a mean of 1.26 and a standard deviation of 1.01. Majority of respondents disagreed that the KPS employees are given better accommodation allowances or allocated best houses. Majority of respondents disagreed that KPS provided with the modern firearm to combat crimes towards the high rising insecurity as revealed by a mean of 1.23 and a standard deviation of 1.54. The respondents indicated that the lack of medical insurance make the police to work in fear and hence affects their performance. They indicated the poor accommodation make their work difficult since they do not get proper rest in their houses. They lack modern firearms to deliver in their duties hence lowering their performance.

The findings indicated that majority of the respondents indicated that reward affects employee performance in police service. The respondents revealed that reward motivate them to perform with energy. Therefore the inadequate reward makes them demotivated and leads them to be involved in corruption in order to cater for their needs. This negatively influences their performance. The findings indicated that majority of the respondents disagreed that the Kenya Police Service had embraced financial reward to the officers in uniform. Majority also disagreed that the KPS had

improved the remuneration to their employees. Majority disagreed that the KPS had all Types of allowances to the uniform officer, hence better performance. A large number of respondents disagreed that the KPS had all non- financial rewards to the police service, hence reduction of corruption in the force as shown by a mean of 1.26 and a standard deviation 1.65. The respondents indicated that the lack of financial or non-financial reward demotivates them. This makes them involve themselves in unethical behaviours such as corruption.

Majority of the respondents indicated that interpersonal communication influenced employees' performance in police service to a very great extent. The respondents revealed that the way the leaders communicate to the juniors and vice versa influences their performance at work.

Majority of the respondents disagreed that KPS had developed interpersonal communication for better performance as revealed by a mean of 1.58 and a standard deviation of 1.42. Majority also disagreed that KPS had improved the cultural attitudes among the ranks. A large number of respondents disagreed that KPS had encouraged a friendly interaction in their canteens, the barracks and stations. Majority of respondents disagreed that KPS had embarked on managing stress among their officers as shown by a mean of 1.16 and a standard deviation of 1.65. Majority of respondents disagreed that the police stations had all the necessary modern equipment to quick dissemination of information and decision making. A large number of respondents disagreed that KPS had improved the existing clutter in the system.

Majority of the respondents indicated that housing conditions can affect employee performance in police service. Majority of the respondents disagreed that the KPS had improved on affirmative action among their staff. Majority of the respondents disagreed that the KPS had improved

on their housing facilities as revealed by a mean of 1.76 and a standard deviation of 0.21. A large number of respondents also disagreed that the police had access to joint ventures as indicated by a mean of 1.45 and a standard deviation of 1.90. Majority of respondents disagreed that currently had constituted KPS commission encourage teamwork among the police service.

Conclusion of the Study
The first objective was to find out the influence of health and safety facilities on employee performance. It was concluded that the congestion in the small rooms and lack of medical cover they live in put the police employees' health at risk. This therefore makes them not to perform their duties satisfactorily. The poor working environment make their working difficult. KPS do not provide counseling programs and medical insurance cover on work-life balance and stress. There are no health services to staff and their extended family members for better performance of their services and they lack accommodation allowances or allocated best houses. The police also do not have modern firearm to combat crimes towards the high rising insecurity.

Basing of the findings, it can be concluded that reward management influences employees' performance positively. The reward motivates the employees to perform with energy. Therefore the inadequate reward makes them demotivated and leads them to be involved in corruption in order to cater for their needs. This negatively influences their performance. The Kenya Police Service had not embraced financial reward to the officers in uniform, there has not been substantial improved remuneration to their employees and KPS do not have non- financial rewards to the police service, this demotivates them. This makes them involve themselves in unethical behaviours such as corruption.

Form the findings, it can be concluded that interpersonal Communication influences employees' performance to a very great extent. The way leaders communicate to the juniors and vice versa influence their performance at work. KPS has not developed interpersonal communication for better performance and do not have improved cultural attitudes among the employees. KPS has not encouraged a friendly interaction in their canteens, the barracks and stations. KPS does not embark on managing stress among their officers. They lack the necessary modern equipment for quick dissemination of information and decision making.

It can be concluded that the housing conditions influences employee's performance. KPS has not improved on affirmative action among their staff and has not improved on their housing facilities. The police had no access to joint ventures and currently had not constituted KPS commission encourage teamwork among the police service.

Recommendation of the Study
The following are the recommendation of the study:
It is necessary for the staff to have a better health and safety environment so as to enhance their performance. The police service should provide the police with a comprehensive health insurance. They should also be provided with protective gear and ensure a clean environment.
The police management should improve its interpersonal communication since it was found to influence employee performance positively. The police service should value the employees' contributions so as to encourage them. This can be done through holding frequent meeting and dialoguing with employees.
The police service should improve the housing condition since it influences employees' performance. It should endeavor to add more accommodation and facilities used at work such as

modern fire arms so as to enhance employees' performance.

It is necessary for the management to make sure they consider the reward that the employees gain as a form of motivation in order to enhance their performance. This can be done by increasing the salaries, non-financial benefits such as leaves and paying the employees for working overtime.

Areas for Further Research

Opportunities for further research still exist in this area. The study examined only four factors of work environment that influence the employees' performance employees at Kenya Police Service, therefore, further research should be carried out on other factors like policies, rules and regulations and leadership styles. This study only focused on four factors: health and safety facilities, interpersonal communication, reward management and housing conditions. Therefore there should be a study on other work environment factors that influence employees' performance.

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