MOTIVATION EFFECTS ON SERVICE DELIVERY IN THE DISCIPLINED SERVICE IN KENYA: A CASE STUDY OF KIAMBU POLICE DIVISION, KIAMBU COUNTY

BY

EDWARD KIMUTAI KIPTUM

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DECLARATION

Declaration by candidate

This thesis is my original work and to the best of my knowledge and has not been presented for any academic examination in any Institution.

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Kiptum Kimutai Edward   **Date**

REG. NO.: SHRD/PGH/016/12

DECLARATION BY SUPERVISOR

This thesis has been submitted for examination with our approval as University Supervisors

....

Prof. J. Kwonyike   **Date**

Department of Development Studies

School of Human Resource Development

....

Prof. L. S. Mulongo   **Date**

Department of Development Studies

School of Human Resource Development

DEDICATION

I dedicate this thesis to a number of people who contributed in one way or another. They include my Wives, Margaret and Philys who sacrificed all they had to make sure that I received education. My daughters Sheila, Faith, Nerissa, Patricia and my sons Noah, Mark and Neran for providing me with the immeasurable support and encouragement.

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I would like to thank God for seeing me through this study and my family for the sacrifices they made and encouragement during this period. I also wish to thank my lecturers and classmates for their support.

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DEFINITION OF TERMS

The terms below are defined only for the purposes of this study:

Police: is the institution empowered by the state to enforce the law, protect property, and limit civil disorder in Kenya.

Service delivery: is used to describe distribution of basic resources public need from the police service in Kenya.

Motivation: is the intention or explanations police have for acting or behaving in a particular way in the process of serving the public.

Discipline service: this is another name which describes police due to their way of operating, that is, should show high moral standards.

ABSTRACT

The disciplined forces like any other institution in any given society is instrumental in providing relevant service significant in enhancing law and order in the society. This is clearly evidenced in the manner that they discharge their function with diligence. Although it is a calling expected of them, to some extent, this responsibility is always played depended on other factors that are more than the salary that they get. This study therefore sought to examine the effects of motivation on employee service delivery in the disciplined force. It was a case study that focused on the Kenya Police Service but in Kiambu County. The study objectives were to find out other ways on how to motivate police officers for effective delivery and to find out the role of relational coordination in the performance of police service delivery. The study utilized two factor theory developed by Frederick Herzberg which states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction. Descriptive research design was adopted in this study and a sample random sampling was adopted in picking a sample of 85 out of the total population of 215 police officers from various categories/cadres. Interviews and questionnaires were used to gather data which was presented in form of graphs and pie charts. The study had a good response rate at 89% and results showed that police lack capacity to deal with insecurity in the County. It also established that police have low training and poor relationship between different officers in different ranks. The study concludes that lack of proper coordination within the Kenya police service is a major hurdle in the service and recommends that the government should increase population of police in the service and further research should be conducted to establish role of internal drives in police force. It is also in line with the ultimate goal of reforms in the police which is to transform the police service into an effective, efficient and trusted police service.

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CHAPTER ONE: INTRODUCTION

1.1 Overview

The chapter has fully discussed background of the study, statement of the problem, objectives of the study and significance of the study, research questions, and limitations of the study and scope of the stud that all lay the foundation to the study.

1.2 Background to the Study

In the recent years there have been increased concerns on the complexity of police roles and their motivation and performance in the society. The work environment of police officers and police organization has become more complex and demands importance of hiring and retaining high quality personnel (Gillies, 2005). Thus police work is not a simple task but the role of police officer in the present society becomes extremely significant and complex (Carter & Sapp, 1990). The disciplined service must understand what motivates their employees if they are to remain competitive and effective (Costa, 2003). Organizations with autocratic X-Theory management cultures are unlikely to survive in a volatile global and responsive environment. An example of how the volatile work environment has impacted on policing is the practice now followed by a number of Kenya's police services of actively operating.

Research has found that whilst police officers are generally satisfied with their work tasks and colleagues they are not committed to or satisfied with the organizational goals (Beck, 1999). This lack of commitment has impacted negatively on effective and efficient policing with behaviours like absenteeism, turnover, stress, cynicism, alienation and unethical decision making (Beck). Beck observed this characteristic through all

Australian police organizations. In 1991 research by Wilson found that there was no significant difference between motivational levels of general duties police officers and that of police from specialist areas. Motivation is thus a problem across both general duties areas and specialist police units. This may conflict with more recent research of US police which indicated that specialist police were less satisfied with promotion and career opportunities than general duties officers (Bragg, 2003).

Motivation is a very important element of management and it shapes the behavioural patterns and attitude to work of employees. Rajput (2011) defines motivation as the individual's desire to demonstrate the behavior and reflects willingness to expend effort. A police can only feel involved if they are properly motivated. Conversely, they can feel alienated if harassed by management. An employee who has taken his job both as a career and a vocation would want to actualize himself on the job. This determination can be achieved or encumbered depending on whether he has been properly motivated or helplessly frustrated. "Individuals have talents, skills, handicaps. They change, develop or degenerate (Hunt, 1990). The basis of motivation is to give people what they want from work. The more this is provided, the more their productivity increases. To expect excellent service from workers, they have to feel good about their jobs; and to motivate people to give their best, the manager should supply their needs. According to Dell (1988),

> "When service is given a high value, we change our focus from working with our hands to working with our hearts. We look for ways to give the best service possible often beyond the customer's expectations. We look for ways to give a feeling of respect and value to each individual we serve".

Service delivery occurs mostly through human interaction. The customer enters the service encounter with predetermined expectations of how the service provider is likely to behave, and the service provider behaves in the expected manner only if he or she so wishes. Discretionary behaviour will be determined by the extent to which employees identify with the organization's goals, objectives and values, and organizational attachment in tum is influenced by the job environment created by the organization. This organizational environment, together with the employee's ability and motivation, has been widely hypothesized to shape eventual performance (Cummings and Schwab, 1973), but, as previously stated, direct links between commitment and service delivery have been less strongly demonstrated in the literature.

Service quality has been conceptualized as more difficult for customers to assess because of the characteristics of services as opposed to products-intangibility, simultaneous production and consumption, heterogeneity and perishability. The developers view service quality from the customer's perspective as the discrepancy between expectations of service and perceptions of the service received. The gap is captured by five dimensions of service quality, namely, reliability of service, responsiveness of service, assurance given by the service provider, empathy of the service provider and the tangibles surrounding the service offering. Service quality problems are not caused by the customer, but by four other barriers, or gaps, within the delivering organization.

In case of using human beings to provide services, it is not enough to merely rely on the number of people engaged, their qualification, training and experience or their ability but

remunerating them or providing them with adequate welfare service appropriately is also of paramount importance. The personnel engaged must be motivated in order to get the best output from them. Many captains of industries believe that the key to improve staff performance and productivity in any area is motivation rather than ability. Bateman and Snell (1996), contend that motivation is the force that energizes, direct and sustains a person's effort towards the achievement of a goal.

1.2 Statement of the Problem

The problem adopted by this present study is that despite Kiambu police division having fully-fledged personnel comprising 285 staff with full support of the community members, the police have been perceived by the community and the public in general as being slow in responding to issues such as crime among other social ills. These performance failures are both on the side of the organisation and workers who constantly should work together. However, because human resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource department but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001). These performance failures are both on the side of the senior and junior police officers who constantly should work together.

In 2009, the government appointed a taskforce as an important step towards drawing a road map for the Police Reforms. The Commissioner of Police is committed to a Police Service whose members are motivated, people friendly, open, relaxed and honest with

one another and the public; know their role and mandate and be proud of their job; appreciated by the public etc. (Ransley Report, 2009). Therefore this study sought to find out the motivation and performance in service delivery among police officers in Kiambu police division, Kiambu County.

Generally the working environment and hours of police officers vary a great deal depending on whether they work as investigators, patrollers, community officers or emergency response officers. Police officers work indoors or outdoors, in an office or in a vehicle. Since the jobs they do are quite varied, police officers are called upon to interact with a large cross-section of the public and work with other professionals, such as lawyers. Police officers might patrol towns and roads, do scuba-diving to find a body, search a forest, control a crowd during a demonstration or conduct electronic surveillance using a computer. Public safety is of great concern to police departments, so they are at work around the clock. It is argued that anyone choosing this career should expect to work evenings, nights and weekends. This study focused on the factors influencing service delivery in the police service, being a case study of the Kiambu Police Station in Kiambu County. This was premised on the fact that the Police service had been operating long enough to give the kind of academic insight the study sought to offer.

1.3. Objectives of the Study

1.3.1 General Objective

The study sought to examine motivation effects on service delivery in the Kenya Police Service.

1.3.2 Specific objectives

i.   To assess the effects of capacity level in the Kenya Police Service on service delivery at Kiambu police station.

ii. To explore the role of external environment on service delivery among police officers at Kiambu police station.

iii. To examine the effects of welfare service of police officers on service delivery at Kiambu police station.

iv. To find out the role of relational coordination in the service delivery among police service delivery.

1.4 Research Questions

The study aims to answer the following questions:

i.   Does the Kenya Police Force possess adequate capacity to enhance performance of service delivery at Kiambu police station?

ii. What role does the external environment play in the police service delivery at Kiambu police station?

iii. How does welfare service affect performance of police office's service delivery at Kiambu police station?

iv. To what extent does relational coordination affect police service delivery at Kiambu police station?

1.5 Justification of the Study

The police officer's motivation and empowerment normally tend to have a variety of effects. These effects may be noticed through the personnel's' behavior such as low productivity and absenteeism. This study helps the researcher to realise the importance of effective employee motivation and empowerment in delivering service quality. The study examines the types and the level of employees' motivation and the empowerment process and also includes a management proposal that can be utilised to innovate police motivation and empowerment. It helps to provide insight to support future research regarding strategic guidance for organizations that are both providing and using monetary and non-monetary rewards as a process of motivation.

1.6 Scope and Limitations of the study

The study focused on Kenya Police Service within Kiambu Police Division. The Administration Police Service was not included as part of this study. The limitation expected were availability of required information/data as some of the required information may be of classified/security nature. And to ensure respondents provided the required information, the researcher assured them of high confidentiality regarding any information and questionnaires were destroyed. The research involved senior police managers in the study and convince them that the investigation is for the general good of every officer as well as for the service. For this reason therefore, we got to all the required information.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter has two sections; literature review and theoretical framework. The literature review contains empirical information from other scholars who had earlier studied the field thus rich on information relating to the investigation. The theoretical part guides the investigation as every research is anchored on a theory. Conceptual framework which is the last part connects the theory with the study.

2.2. The Concept of Motivation

The word motivation is coined from the Latin word *motus*, a form of the verb *movere,* which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993, p.20). Dictionaries simply describe motivation as "the goad to action" (Mitchell, 1982, p.81), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual's behavior toward attaining a goal (Robbins, 2008, p.209). Kelly (1974) says motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour. According to Hoy and Miskel (1987), employee motivation is the complex forces, drivers, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement

of personal goals. In short, Dessler (2001), defines motivation as the intensity of a person□s desire to engage in some activity. Motivation is defined by Rudolf and Kleiner (1989, p.1) as "the development of a desire within an employee to perform a task to his/her greatest ability based on that individual's own initiative". From the above definitions some issues are brought to mind that deal with what starts and energizes human behaviour, how those forces are directed and sustained as well as the outcomes they bring about (performance). The level of these drives, energies, and abilities can affect how police officers perform their duties at Kiambu police station.

Ifinedo (2003) demonstrates that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization's context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.

According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move push or persuade to act for satisfying a need. Baron (1983), defined motivation in his own right he says that "motivation is a set of process concerned with a kid of force that energizes behaviour and directs it towards achieving some specific goals.

Many writers have expressed motivation has a goal directed behaviour. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001 p.162) put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed". Various motivational theorists such as Abraham Maslow's (1979, 44) hierarchy of needs which provided insight into personal behaviour patterns, have been extensively researched. Other influential research has been conducted by Frederick Herzberg (1993, p.12) who looked at work satisfaction, and Douglas McGregor whose theory x and y suggests management styles that motivate and demotivate employees.

According to Whiteley (2002, 85) discontent is unlikely to be derived solely from remuneration or working hours but Herzberg argued that work enhancement is required for essential motivation and that it is a constant process for the management to ensure that the work should have adequate assessment to exploit the full capability of employees. The continued existence of motivational factors enthusiastically creates work fulfilment. Additionally, according to Whiteley et al (2002, 85) certain factors such as opportunity for advancement, gaining recognition, responsibility, challenging or stimulating work, sense of personal achievement ought to be taken into consideration in order for employees to render efficient services to attain customer satisfaction and loyalty.

2.2.1 Application of Motivation in Performance

Studies such as Mullins (2006) indicate that motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is, why do people do what

they do? In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. Motivation is one of the key ingredients in employee performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Mullins, 2006). Motivation refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction (Mullins, 2006).

Wanyama (2010) notes that employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is "mentally present" or efficiently functioning while present at a job. The disciplined service must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Accordingly, highly satisfied groups of employees often exhibit above-average levels of the following characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%)

Frimpong and Fan (2009), defines performance management as the process through which senior police officers ensure those personnel activities and outputs are congruent

with the organization's goal. Therefore it is the organizations' priority to ensure that motivational tools which encourages initiative and stimulates efforts from the employees are put in place for a better performance and deliverance of quality service.

Managers interact daily with front-line employees, especially in the case of junior and mid-level management. During these interactions supervisors unavoidably influence staff motivation with either good or bad results for the organization (Bruce and Pepitone, 1998, p.2). For example, if you are a manager who does not offer feedback and shows no interest in the employee as a human being, it is natural for your subordinate to interpret this as a sign that you do not care about him/her (ibid.). And when continuously neglected, employees are likely to switch-off and resign inwardly, i.e. their motivation to work substantially decreases.

2.2.2 Motivation in the Public Sector

Motivated employees tend to play essential roles within an organization thereby making them essential and beneficial. Motivating employees according to Bowen & Radhakrishna (1997, p.34) is thus not an easy task. Employees' are likely to be motivated in diverse ways taking into consideration their various positions or ranks within the organization. For instance an employee may be motivated when entrusted with many responsibilities and being allowed the freedom to take contingency decisions whilst another may prefer monetary rewards.

Therefore, actively engaging in employee motivation should be one of the primary tasks of a manager (Jurkiewicz et al., 1998, p.230). Surveys show most managers support this assertion and believe they are doing a good job in motivating their staff (Jurkiewicz et al., 1998, p.230). Yet, reality proves the opposite is true: managers do not clearly understand the subject of motivation and more often than not motivational techniques are poorly practiced.

There are many reasons why so few managers appear able to really motivate their people. One explanation can be the lack of proper education. Another may be the complexity of motivational theories on the one hand, and the absence of practical recommendations on the other (Latham, 2007, p.259). A more interesting answer may be grounded in the "Paradox of Choice". This concept stipulates that ironically too many choices lead people to either choose none of the options or choose badly (Schwartz, 2004, p.70). And in the context of motivation, a plethora of theories results in poor implementation. The police motivation affects their productivity, and part of a manager's job is to channel motivation towards the accomplishment of both personal and organizational goals. They conclude that Motivation and motivational factors have a positive effect on team performance within the disciplined service.

2.2.3 Motivation and Service Delivery

Al Jenaibi (2010) explored the sense of job satisfaction and the struggles employees face in government organizations by using a case study of different organizations in the UAE. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy

of recognition. Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly associated with improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company. Job satisfaction is an essential factor that affects employees☐ initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach.

Productivity in every organization or company depends on many variables. Some of these variables are associated with a more adequate managing and planning of structural issues (e.g. production capacity), whereas other factors are related to more infrastructural aspects of the organization or company's operations (e.g. workforce motivation). They added that, traditional theories of human behaviour and motivation state that job performance is often the result of at least two aspects: the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job (Sarmiento and Beale, 2007).

Motivation is the key to performance improvement. There is an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty - so with people. They will do what they want to do or otherwise motivated to do. Whether it is to

excel on the workshop floor or in the 'ivory tower' they must be motivated or driven to it, either by themselves or through external stimulus (Schein, 2010; Harrison, 1997). As a guideline, there are broadly seven strategies for motivation: Positive reinforcement / high expectations; effective discipline and punishment; treating people fairly; satisfying employee's needs; setting work related goals; restructuring jobs and base rewards on job performance.

Reward can act as the 'catalyst' for improved performance and better productivity. But reward, as such, is not enough and in any case it is not a substitute for good management. Rather, it is a part of management. Certain basic criteria are essential for rewards to be effective. These include: reward should be quick, reward should be significant, the goals and rewards must be; known, understandable; and attainable, reward must be distinctly and directly related to performance, reward should be irrevocable and reward should be compatible with job measurement (Newman, 2000).

If the reward plan is seen to be unfair and unrealistic, for example promotion on the basis of seniority or favoritism, it may have a definitely negative effect as a motivator. For rewards to be effective they have to be generous and significant as noted above, hence they must be structured to attain a proper balance of motivating people to purpose and at optimum effort. Abraham Maslow's theory is one of the most widely discussed theories of motivation. He developed the Hierarchy of needs consisting of five hierarchic classes (Maslow, Stephens, Heil, & Bennis, 1998). It shows the complexity of human

requirements. Maslow says that first of all the basic requirements have to be satisfied (Maslow et al, 1998).

The theory can be summarized as follows: Human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior, satisfied needs do not. Needs they are arranged in order of importance, from the basic to the complex. The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show. Maslow argued that lower level needs have to be satisfied before higher level needs would motivate a person (Maslow et al, 1998). These needs are;
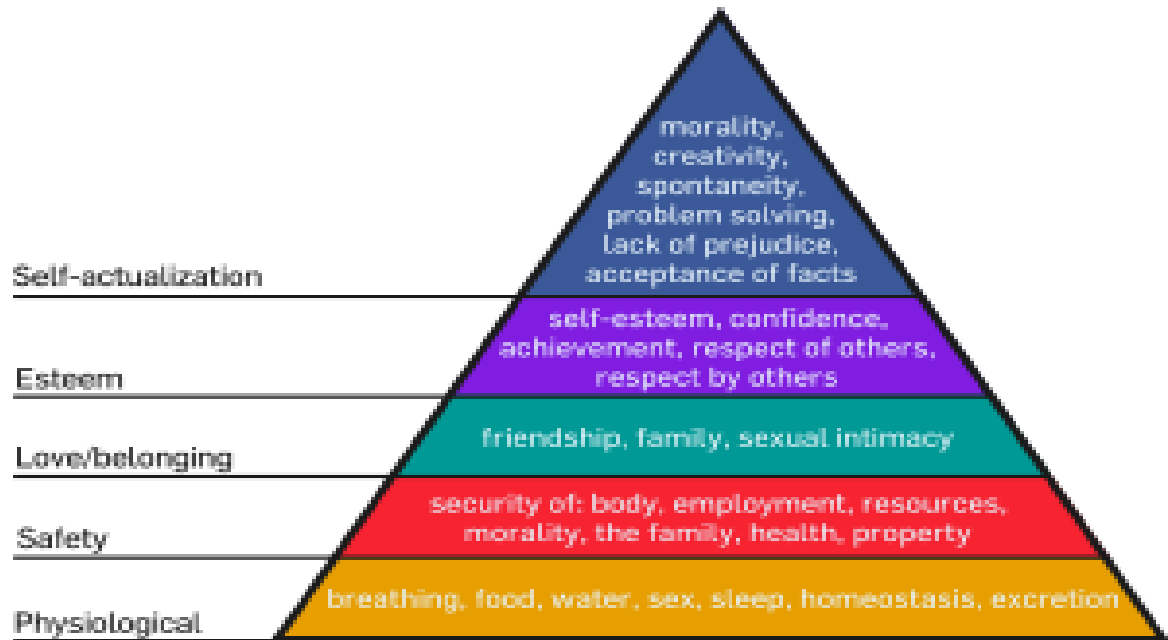
Figure 2.1 Maslow's hierarchy of needs

Many scholars agree that motivated employees deliver well. Hard work and commitment alone may not necessarily lead to effective performance since other features like knowledge training and perception do affect service delivery/performance.

2.3 Service Delivery Determinants in the Disciplined Service

Research has found that whilst police officers are generally satisfied with their work tasks and colleagues they are not committed to or satisfied with the organizational goals (Beck, 1999). This lack of commitment has impacted negatively on effective and efficient policing with behaviours like absenteeism, turnover, stress, cynicism, alienation and unethical decision making (Beck, 1999). He observed this characteristic through all Australian police organizations. In 1991 research by Wilson found that there was no significant difference between motivational levels of general duties police officers and that of police from specialist areas. Motivation is thus a problem across both general duties areas and specialist police units. This may conflict with more recent research of Queensland police which indicated that specialist police were less satisfied with promotion and career opportunities than general duties officers (Bragg, 2003).

Organizational effectiveness has been examined from three perspectives. The behavioral-attitudinal approach which refers to employee/group characteristics, such as employee satisfaction, absence of tension and conflict within subgroups and morale. Effectiveness in police may also be assessed in the terms of crime reduction. The reason an organization's performance is assessed determines the necessary perspective of the evaluation, that is, whether one is looking at process or impact (Halachmi, 1992). A

different perspective may generate a valid evaluation, but it may be useless. Measuring the ability of a car to survive a collision will probably not help determine whether or not the car is energy efficient. Similarly, examining the changes in teachers' proficiency in specific subject areas may not help determine the proficiency of students in a particular grade (Adams, 1963). Having more proficient teachers is a necessary but not a sufficient condition (nor is it the only condition) for attaining the desired student proficiency. Students' achievements may be poor because of a variety of reasons: some students may have learning or behavioral problems; teachers may be responsible for subjects they were not trained to teach; there may not be enough contact hours; parents may show little interest or support.

The patterns and events occurring across environmental sectors can be described along several dimensions, such as whether the environment is stable or unstable, homogeneous or heterogeneous, concentrated or dispersed, simple or complex; the extent of turbulence; and the amount of resources available to support the organization. These dimensions boil down to two essential ways the environment influences organizations: the need for information about the environment and the need for resources from the environment. The environmental conditions of complexity and change create a greater need to gather information and to respond based on that information (Moore, & Braga, 2003). The organization also is concerned with scarce material and financial resources and with the need to ensure availability of resources.

Any effort to diagnose and improve the performance of an organization requires an understanding of the forces outside the organization that can facilitate or inhibit that performance (Savedoff, 1998). Enabling environments support effective and efficient organizations and individuals, and creating such environments is becoming an increasingly important aspect of development assistance. The characteristics and quality of the environment such as poor infrastructure in terms of roads, electricity and phone lines can also hinder performance. Thus, in assessing an organization such as a police service, attention must be paid to economic, political, socio-cultural, environmental, demographic and technological conditions. The ability of the police service to structure and restructure itself to adapt to changing internal and external conditions is important for maximizing its performance.

Under the former dispensation, formal mechanisms for holding the Kenyan police accountable did not extend beyond the office of the President (Kagunda, et al. (2004). The result of this legal arrangement has been that, in practice, the police have been vulnerable to interference by powerful individuals outside of formal mechanisms of accountability and the regular chain of command, such as politicians and wealthy business owners. These powerful individuals have been able to use the police for their own political and personal agenda, often in direct contravention of the interests of the Kenyan people.

An effective and popular approach to develop human capital is staff training and development programs (Harrison, 1997). The basic purpose of such programs is to enable

employees to acquire the requisite knowledge and skills that will upgrade their job performance. Management training and development programs can facilitate the development of skills and communication among staff by providing a common language, building employee networks, and establishing a common vision for the organization. This approach when applied in the police force will help improve their performance since officers rely on what they learnt in the initial course which happened years back. Regular training of police officers help them familiarize with the current trend of criminal activities hence develop and adopt new techniques of dealing with it. These programs promote cohesion by helping employees socialize, instilling in them a common set of core values, and improving employee skills critical to the organization's key operations and its core and distinctive competencies (Hagen, et al 1998).

In a police service with effective leadership, each officer believes that he or she should and can contribute to the success of the force, act as a partner, be largely self-directed, and assume responsibility for his or her actions and contributions. As a group, workers feel empowered and have the requisite knowledge, skills, opportunity, guidelines and personal initiative to perform effectively (Nanus, 1989). Emphasis needs to be placed on establishing clear and appropriate criteria both for recruitment and promotion within the service. Formulation of policies and guidelines for promotion should be established. A police service that abides by clear criteria for recruitment and promotion reduces greatly opportunities for interference in its operations.

As part of understanding the organization's capacity, it is necessary to consider the extent to which facilities support or interfere with the functioning or the potential functioning of the organization. Although single deficiencies in one or more elements of infrastructure may not interfere with day-to-day work, at some point, work will be affected (Savedoff, 1998). Typically, the basis of many infrastructure problems is maintenance, which often suffers due to the lack of a recurrent budget for upkeep. The Kenya Police Service is in no exception of the need for upkeep in infrastructure. Shortage of police vehicles and communication facilities leads to delayed response to crime scenes. The level of technology is also low which impacts on the performance (Scott, 1995). For instance lack of computer systems and internet whereby information can be easily conveyed and instead they result old typewriters.

The personality of an organization is shaped by its incentive system. For an organization to perform well, it must have mechanisms that encourage individuals and groups to work toward both its short- and long-term interests. These may include tangible benefits such as salary and bonuses, or less tangible incentives such as the freedom to pursue interests, or to participate in collaborative initiatives. Over the years, many studies have attempted to better understand the needs of organizational members to develop improved or alternative reward structures. Understanding an organization's incentive system is key to understanding its underlying personality (Gupta and Jenkins, 1996).

Elton Mayo in one of his experiments talks about motivation as a way of encouraging workers to be productive and effective in their daily activities. In his experiment called the Hawthorn experiment simple factors such as lighting, humidity, rest brakes,

communication with one another and other simple factors were either completely cut off or varied while the workers were working.

These factors greatly affected the output of the worker as they were working in a different controlled environment all together, their productivity went down until these factors were reintroduced and to the correct measure. Learning from this experiment and applying such in the police service, there is a great need to motivate the police service in order to motivate them work and deliver the required services effectively (Wood and Wall, 2002). Work should be viewed as a group activity and the more you motivate a group to work together the more productive they will be. It also goes without saying that unity is strength. Motivation is not only the material possession but also the richness of the mind to take thing/situation positively knowing there is a hope (Peil, 1995). The Kenya Police Service may not be in a position to comment with confidence upon its performance unless a robust and transparent performance regime is introduced. This includes effective recording on a range of performance indicators from crime reduction and detection, to response times, staffing issues, and public satisfaction with police service delivery.

Performance measurement can assist managers in recognizing areas that require improvement and provides a solid evidence base for identifying weaknesses in the system. This enables action to be taken to make systemic adjustments, redirect resources, or address poor performance (Nanus, 1989). Managers can interpret the data obtained from the performance measurement system to understand how the organization is

performing and monitor improvement or deterioration over time (Hussey and Hussey, 1997). The transparency achieved through effective performance management also has the benefit of enhancing accountability. This is particularly important in the public services arena.

Researchers have adopted various perspectives for studying performance. On the most general level one can differentiate between three different perspectives: First, an individual differences perspective which searches for individual characteristics (for instance, general mental ability, personality) as sources for variation in performance; second, a situational perspective which focuses on situational aspects as facilitators and impediments for performance, and third, a performance regulation perspective which describes the performance process (Brignall, & Modell, 2000). These perspectives are not mutually exclusive but approach the performance phenomenon from different angles which complement one another.

According to Nabli and Nugent (1989) motivational constructs related to performance can be partly subsumed under the individual differences perspectives (for example, need for achievement), partly under the situational perspectives (for example, extrinsic rewards), and partly under the performance regulation perspective (for instance. goal setting). The individual differences perspective focuses on performance differences between individuals and seeks to identify the underlying factors (Seigel and McCormick, 2003). The core question to be answered by this perspective is: Which individuals perform best? The basic idea is that differences in performance between individuals can be explained by individual differences in abilities, personality and/or motivation.

Campbell (1990) proposed a general model of individual differences in performance which became very influential. In his model, Campbell differentiates performance components (e.g., job specific task proficiency), determinants of job performance components and predictors of these determinants. Campbell describes the performance components as a function of three determinants. That is, declarative knowledge, procedural knowledge and skills, and motivation. Declarative knowledge includes knowledge about facts, principles, goals, and the self. Procedural knowledge and skills include cognitive and psychomotor skills, physical skill, self-management skill, and interpersonal skill. Motivation comprises choice to perform, level of effort, and persistence of effort.

The situational perspective refers to factors in the individuals' environment which stimulate and support or hinder performance. The core question to be answered is: In which situations do individuals perform best? The situational perspective encompasses approaches which focus on workplace factors but also specific motivational approaches which follow for example from expectancy theory (Vroom, 1964) or approaches which aim at improving performance by reward systems or by establishing perceptions of equity and fairness (Adams, 1963).

The performance regulation perspective takes a different look at individual performance and is less interested in person or situational predictors of performance. Rather, this perspective focuses on the performance process itself and conceptualizes it as an action

process. It addresses as its core questions: 'How does the performance process look like?' and "What is happening when someone is 'performing'?" Typical examples for the performance regulation perspective include the expert research approach within cognitive psychology (Ericsson& Lehmann, 1996) and the action theory approach of performance Most of these approaches focus on regulatory forces within the individual.

Table 2.1 Overview of perspectives on performance

	Individual differences perspectives	*Situational perspective*	*Performance regulation Perspective*
Core question	Which individuals perform best?	In which situations do individuals perform best?	How does the performance process look like? What is happening when someone is 'performing'?
Core assumptions and findings	Cognitive ability Motivation and Personality Professional experience	Job characteristics Role stressors Situational constraints	Action process factors Adequate hierarchical level
Practical implications for performance improvement	Training Personnel selection Exposure to specific experiences	Job design	Goal setting Feedback interventions Behavior modification Improvement of action process Training Job design

2.4. Kenya's policy on motivation of the public sector

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. At the core of such performance improvement is officers motivation (Lord, 2004).

The security sector is charged with the responsibility of maintaining law and order hence preserve peace in the society. Broadly, this is executed by security officers; a major component of which is police officers. Another key role is policing cash in transit which in the Kenyan situation has been an issue of great concern. Security provided in the form of guarding commercial premises as well as residential places is another key function. The police also man roads with the aim of checking on vehicle speed and enforcing traffic rules. This seems to have been abused as can be seen by the increase in road accidents, extortion by illegal gangs and general abuse of traffic rules (Kiraithe, 2011).

Police departments are significant, even essential, public agencies. They are important in the practical results they try to achieve (Moore & Braga, 2003). These results are directly related to the control of conflicts, which affect social order and impact the lives of people. In this sense, the main objective of police work is to create an environment where people can have their rights assured.

Performance is defined in terms of effectiveness, that is, mission fulfilment, efficiency, and ongoing relevance- the extent to which the organization adapts to changing conditions in its environment. Certain contextual forces drive performance:

organizational capacity, forces in its external environment, and internal motivation (Campbell, 1990). The Kenya Police Service view its performance in terms of how it well it meets its mission, functions/goals and core values. For instance, the service would be considered effective to the extent it maintains law and order, detects and apprehends offenders, conducts investigations brilliantly and maintains integrity at all times (Manning, 1977).

2.5 Theoretical perspective

2.5.1 General Strain Theory

Strain theories state that certain strains or stressors increase the likelihood of crime. These strains lead to negative emotions, such as frustration and anger. These emotions create pressure for corrective action, and crime is one possible response. Crime may be used to reduce or escape from strain, seek revenge against the source of strain or related targets, or alleviate negative emotions. For example, individuals experiencing chronic unemployment may engage in theft or drug selling to obtain money, seek revenge against the person who fired them, or take illicit drugs in an effort to feel better. The major versions of strain theory describe the particular strains most likely to lead to crime, why strains increase crime, and the factors that lead a person to or dissuade a person from responding to strains with crime. All strain theories acknowledge that only a minority of strained individuals turn to crime.

Agnew et al.,(2002) suggest that it is personality traits within the individual that result in their reaction to strain, and it is then these certain traits that end up in the individual

turning towards delinquency and crime as a way to relieve the tension that the strain has brought into their life. The major traits associated with individual strain are those traits of constraint and negative emotionality (Agnew et al., 2002), which when 'provoked' by strain, lead the individual to such emotions as anger and to delinquency and crime to relieve this anger. Also known as negative affect states (Seigel, 2003), these adverse emotions of anger and frustration can be controlled by many individuals, but coupled with those traits of low constraint and high negative emotionality in an individual, other individuals have trouble with controlling these negative affect states and delinquency is often the result when strain is added to their lives.

GST focuses on a broad range of strains, including the inability to achieve a variety of goals, the loss of valued possessions, and negative treatment by others. GST has been applied to a range of topics, including the explanation of gender, race/ethnicity, age, community, and societal differences in crime rates. It has also been applied to many types of crime and deviance, including corporate crime, police deviance, bullying, suicide, terrorism, and eating disorders. Much evidence suggests that the strains identified by GST increase the likelihood of crime, although the predictions of GST about the types of people most likely to respond to these strains with crime have received less support.

Police officers, by nature of the job, face stressful situations and are placed into events with no prior knowledge of what can or will happen. Different officers have many different personas they must put on in order to successfully do their job and be successful after they have left the job site☐This can be a problem☐With so much stress from the day

they may be apt to take it home with them□ They may become alcoholics, violent offenders, or disconnect with their family and friends□ Officers confront different situations daily. Although the "fight or flight" option is available to the general population, and utilized on a daily basis in numerous situations, such an option is not available to police officers□ In turn, officers must maintain the situation while first, keeping their lives safe, the bystanders safe, and finally if possible the suspect in question (Schein, 2010).

Robert Merton expanded the idea of General Strain Theory with anomie□He dug deeper with individual strain theory□He focused on, the individual and the intimate environment as determinate of reactive behaviors to strain□ Negative relationships and the desire to avoid negative situations are the primary motivations identified in general strain theory (Skolnick, 2008)□With this theory it is believed that the officer will turn to deviance in order to release the stress experienced on the job□ The deviance can occur in form of domestic abuse with the officer's spouse□Due to the strain experienced by officers in the course of their duties, they develop different personalities within them and when they cannot cope with them properly they are apt to fail at either their job or their personal life hence leading to poor performance in delivering the services.

2.5.2 Two-factor theory

The two-factor theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by Frederick Herzberg, a psychologist, who theorized that job satisfaction and job dissatisfaction act independently of each other (Herzberg.et al, 1959).

According to Frederick Herzberg, individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself.

Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives lead to worker satisfaction at work, while another and separate set of job characteristics lead to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in unpleasurable dissatisfaction (Wood, 1999).

He found that job characteristics related to what an individual does apparently have the capacity to gratify such needs as achievement, competency, status, personal worth, and self-realization, thus making him happy and satisfied (Skolnick, 2008). However, the absence of such gratifying job characteristics does not appear to lead to unhappiness and dissatisfaction. Instead, dissatisfaction results from unfavorable assessments of such job-related factors as company policies, supervision, technical problems, salary, interpersonal relations on the job, and working conditions. Thus, if management wishes to increase

satisfaction on the job, it should be concerned with the nature of the work itself — the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment — policies, procedures, supervision, and working conditions (Hagen, et al. 1998). If management is equally concerned with both then managers must give attention to both sets of job factors. Two-factor theory distinguishes between:

Motivators (e.g., challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

Hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction, though dissatisfaction results from their absence. (Herzberg et al, 1959). When police officers are motivated, they will improve in their performance hence job satisfaction. The presence of hygiene will not make them healthier but absence can cause health deterioration hence poor performance of duties.

2.6. Conceptual Framework

In this study the researcher illustrates the relationship between four key variables. These variables are motivation, capacity, external environment and performance. The relationship between these variables is based on two factor theory by Fredrick Herzberg. The theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. According to Herzberg (1959), motivators such as achievement and recognition produce job satisfaction. However, motivators alone cannot lead to high performance. Other factors such as political interference, work conditions, lack of infrastructure and poor human resource management also affect the performance whereby they will cause job dissatisfaction hence poor performance.

Organizational performance is a function of its enabling environment, capacity and organizational motivation. The framework implies that certain contextual forces drive performance: organizational capacity, forces in its external environment, and internal motivation.

EXTERNAL ENVIRONMENT
- Administrative/legal factors
- Political factors
- Social cultural factors
- Economical factor
- Demographic factors
- Infrastructure
- Technological conditions

PERFORMANCE
- Efficiency
- Effectiveness
- Relevance
- Financial viability

MOTIVATORS
- History
- Mission
- Culture
- Values
- Pay/Reward
- Training
- Incentives

ORGANIZATIONAL CAPACITY
- Human resources
- Financial resources
- Process management
- Infrastructure
- Strategic leadership
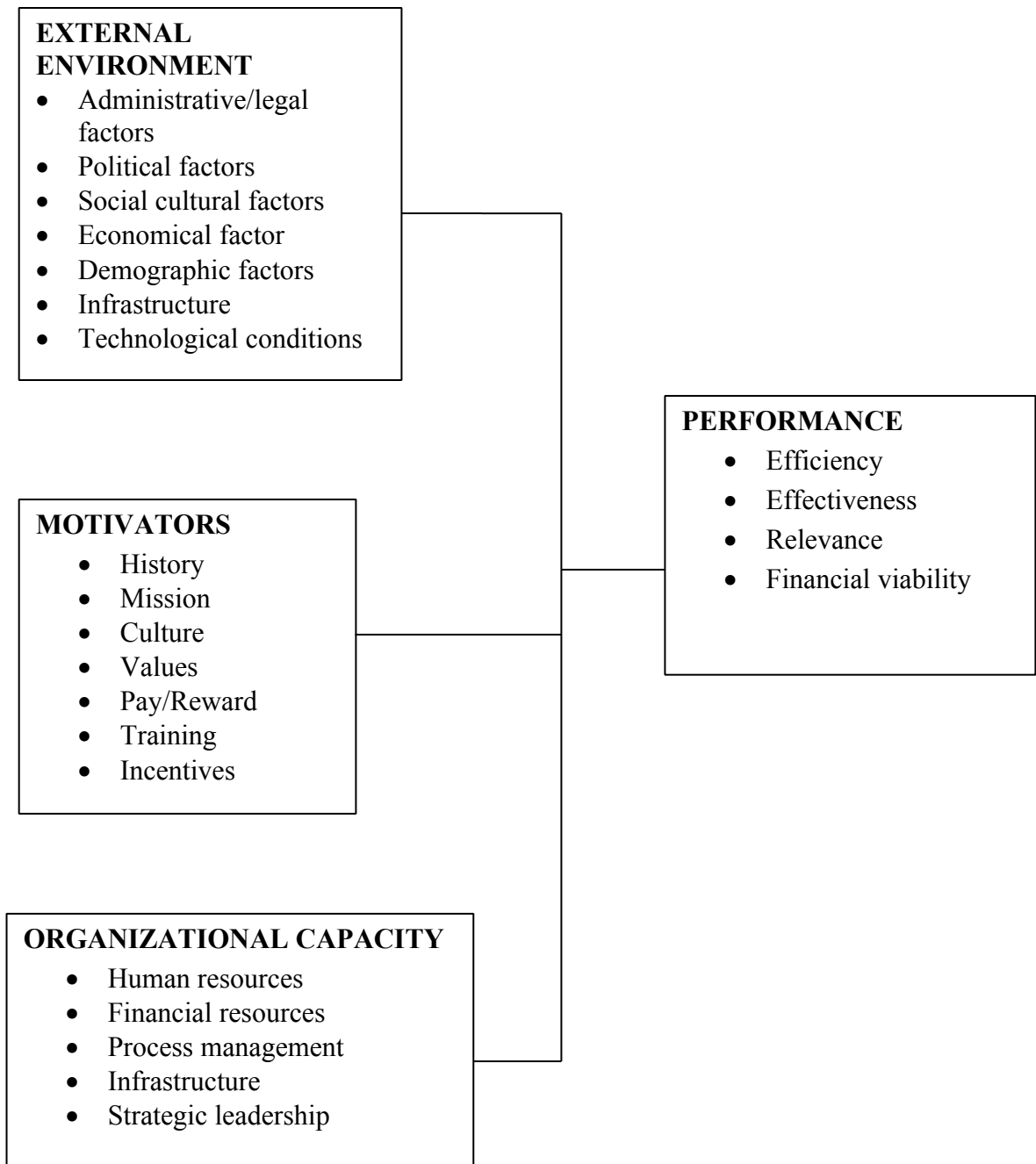
Figure 2.2 Conceptual framework

Source: Researcher, 2014

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Overview

This chapter focuses on research process involved in data collection, analysis and presentation that the researcher adopted to implement in the study. It gave the description of types and sources of data, sampling methods and techniques and sample size. Based on the set objectives and research questions key issues discussed included.

3.2 The Study Area

The study was conducted within the Kiambu Police Division. This division is located within Kiambu District of Kiambu County. Located 16km Northern part of Nairobi and it is situated at an altitude of 1859m above the sea level and it is within the region of the Central Kenya. The town is populated by people from different Kenyan tribes and different races who are represented in substantial numbers. With all the developments, populations and challenges inherent in the town, there comes the problem of crime and insecurity.

3.2 Research Design

According to bless & smith (1995:156) a research design is a set of procedures that guide the researcher on how to collect data for analysis. Descriptive research design was adopted in this study. Orodho (2003) describes descriptive survey as a method of

collecting information by interviewing or administering a questionnaire to a sample of individuals. It can be used to when collecting information about people's attitudes, opinions, habits or any of the variety of education or social issues (Orodho & Kombo 2003).

3.2 Unit of Analysis

The unit of analysis refers to the extent to which the level of aggregation (Sekaran, 2000) or the level of investigation (Zikmund, 2000) of collected data focuses specifically on objects or an object (entire organisation, department, groups, venture/activity and individuals). According to Dictionary, (2004) unit of analysis is a group of people living or working together, especially for a particular purpose. While conceding previous trends in the reviewed studies, however, for the present study, the unit of analysis in this study were all police officers from Kiambu police station working in various ranks.

3.5 Target Population

Population are all the cases or individuals that fit a certain specification. It refers to individuals in the universe who possess specific characteristics (Peil, 1995). The target population was all police officers in Kiambu police station, Kiambu County.

Since it is not possible to study every individual in the population, it is important that a sample of the population should be studied which in turn represented the population from which they were drawn.

Table 3.1 Population

Category	Population
Top level officers	4
Middle level officers	16
Low level officers	265
Total	**285**

3.6 Sampling Methods

The study employed Stratified sampling and random sampling to obtain the required sample from the various categories of constable, NCOs, members of inspectorate and gazetted officers. Considering the student's inability to cover the target population, stratified sampling was used in separating each group in order to use simple random sampling in obtaining a sample size of 30 %, making a sample of 85 respondents to be used throughout the study (Mugenda and Mugenda, 1999). In simple random sampling, every member of the category had equal chance of being selected hence less bias.

Table 3.2 Sample size

Category	Population	Sampled Respondents
Top level officers	4	1
Middle level officers	16	4
Low level officers	265	80
Total	**285**	**85**

3.7 Methods of Data Collection

A questionnaire was chosen as data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Goodman, 1997).

3.7.1 Pilot test

In order to ensure that the study instrument achieved desired goals, researcher selected a small sample from the target study group to conduct a pilot test. As such, the pilot test was conducted at Kiambu police station on selected study participants who were not included in the actual study. During the pilot test, participants were asked to give feedback on the study tool, and their respondents responses were used to update the tool.

3.7.2 Validity and Reliability

The reliability and validity of measures have been proposed to be assessed by the plan and procedures as suggested in the literature (Price, Palmer, Battista & Ansari, 2012). As content validity involves the subjective assessment of scale measures or characteristics of the included variables (Malhotra, 2002), this was well defined and reflected a content domain (Arino, 2003) in each construct measure. For this study, almost all construct

measures were derived from the close extant studies having a higher reliability (not less than 0.70) consistency. The content validity of the questionnaire was also overseen by a panel of two academic scholars.

During the fieldwork, the developed research tools were administered to selected study participants to check whether respondents can easily understand the contents and assess time taken to fill one questionnaire. This helped adjust were possible and improve the tool prior to the big study. In short how well the study instrument produces consistent results depends on how the research produces the intended results.

3.8 Data Analysis

The study utilized first hand data which comes from the chosen respondents who had answered the survey-questionnaires given to them. The study used primary and secondary data. Primary data were those that come from the respondents who have been surveyed prior to the research. On the one hand, secondary data included text books, journals, published summaries. Saunders, Lewis & Thornhill (2003) deduced that secondary data fall into three main subgroups—documentary data, survey-based data, and those compiled from different sources.

In this study, the data was analyzed using quantitative and qualitative approaches to facilitate the attainment of the research objectives. In quantitative approaches the data was analysed in terms of numbers and it was also qualitative, that is, it described events

without the use of numerical data. A narrative summary of the questionnaire was made which includes tables, percentages and mean scores.

3.9 Ethical Consideration

As this study utilized human participants and investigation on company practices, certain issues were addressed. The consideration of these issues is necessary for the purpose of ensuring the privacy as well as the security of the participants. These issues were identified in advance so as to prevent future problems that could arise during the research process. Among the significant issues that were considered included consent, confidentiality and data protection.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Overview

The study sought to examine the effects of motivation on service delivery within the disciplined services: a case study of the Kenya police service. The data was collected through structured questionnaire with both closed and open ended questions from the surveyed respondents. Data editing and reconciliation were undertaken before data analysis was done. This was essential to avoid incoherent which could lead to reaching or making wrong conclusions and drawing wrong inferences. This analysis adopted a quantitative and qualitative method. Data was entered using excel sheets to get the required data for presentation. The chapter has discussed data analysis and presentation.

4.2 Response Rate

A total of 85 questionnaires were constructed, administered and sent to respondents for the researcher to collect them at a later date. At the end of the study, only 78 questionnaires were returned with 7 returned unfilled and filled wrongly making the researcher to regard as spoiled. Returned questionnaires were coded, entered into the computer and analyzed; the overall response rate was 89%. The relatively high response

rate for this type of study was thought to be attributed mainly, to three factors: a clear and simple design questionnaire translated into ordinary Kenyan system, respondents were briefed about the content and purpose of the survey and were guaranteed that their replies would be treated in strictest confidence. Lastly, the high response rate was also attributed to the respondents' enthusiasm or willingness to participate obviously, to what they considered as an interesting subject to put their views across considering that this is their field of expertise which will contribute to the improvement of the sector.

4.3   Demographic characteristics of Police

The findings show that the numbers of the male respondents were higher (62 percent) than that of the female consulting 38 per cent. Table 4.1 below summarizes the findings. Further analysis of the respondents by their marital status that majority 41 per cent of the respondents were married followed by single 29 per cent and widowed and separated divorced constituting 17% and 13% respectively. In addition the study sought to understand the highest level of education of respondent and table 4.1 below shown that majority 38 percent had KCSE, followed by diploma 27 per cent and 18 per cent for those with bachelors as well 12 percent masters and lastly PhD with 5 percent. However the study also established many police had enrolled into various universities for further studies. Most certainly the number of those with universities education is projected to double within the next few years and as a result, it means that Kenya police service is attracting educated individuals.

The study further asked respondents to indicate their work experience and majority had worked over 10 years. Moreover 16 per cent of the police officers had worked for between 6–10 years with only 12 per cent indicating they had worked for between 0-5 years what explain the dismal quality of service delivery clearly this study argues that demographics characteristics plays a critical but it was not the intend to of the study to delve into this. Therefore in the following sections the study discusses the effects of motivation on service delivery among the police officers.

Table 4.1 Demographic characteristics of respondents

	Description	Frequency	Percentage
Sex	Male	48	62%
❑	Female	30	38%
❑	Total	78	100%
Marital Status	Married	32	41%
❑	Single	23	29%
❑	Widowed	13	17%
❑	Separated/divorced	10	13%
❑	Total	78	100%
Highest level of education	PhD	1	5%
❑	Masters	10	12%
❑	Bachelors	15	18%
❑	Diploma	22	27%
❑	KCSE	30	38%
❑	Total	78	100%
Work experience	0-5 yrs	9	12%
❑	6-10 yrs	12	16%
❑	10-15 yrs	26	34%
❑	15> yrs	29	38%

	Total	76	100%
☐			

4.4 Motivation and Service Delivery in the Disciplined Service

4.4.1 Adequate Capacity among Police

Respondents were asked to state whether police had adequate capacity to enhance performance within the station. Figure 4.1 (below) majority 62% indicated that Kenya Police do not have adequate capacity while only 38% argued that police have adequate capacity but the only challenge is how to utilize the available personnel. Indeed respondents observed that work formation in Kiambu Police Station is formed such that an individual police officer works for a week night before shifts to day for another but the problem is the number of hours. Results from the study reveal that in the last 6 months police officers had thought of resigning due to work overload. For instance Figure 4.2 below shows that 46% agreed there were those who had thought of resigning with the majority 54% indicating there had not thought of resigning. In addition those who agreed cited inadequate equipment, being denied leave whenever need arises and working long hours. This therefore suggests that police officers are not motivated an as a result this can lead to poor service delivery in Kenya Police service.
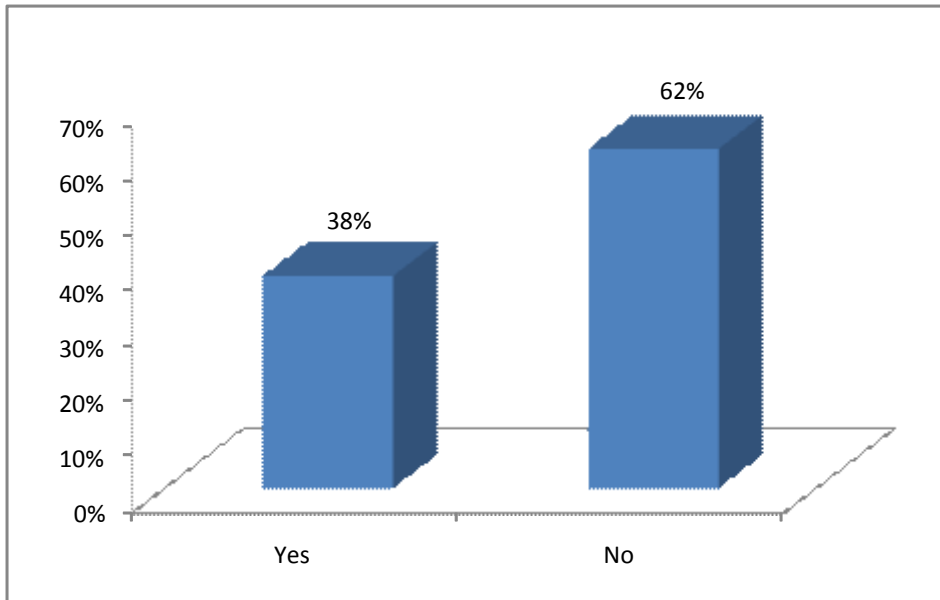
Figure 4.1 Capacity of the police to enhance performance
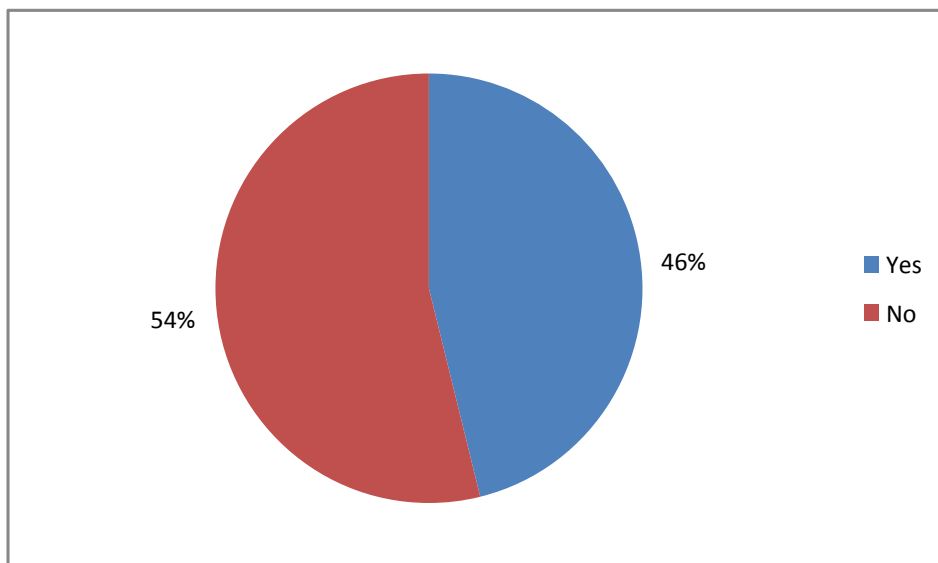
Figure 4.2 Respondent's thought of resigning over workload

According to Whiteley (2002) discontent is unlikely to be derived solely from remuneration or working hours but Herzberg argued that work enhancement is required for essential motivation and that it is a constant process for the management to ensure that the work should have adequate assessment to exploit the full capability of employees. The continued existence of motivational factors enthusiastically creates work

fulfilment. Additionally, according to Whiteley et al (2002, 85) certain factors such as opportunity for advancement, gaining recognition, responsibility, challenging or stimulating work, sense of personal achievement ought to be taken into consideration in order for employees to render efficient services to attain customer satisfaction and loyalty. As depicted in figure 4.3 below, the finding indicates that work schedules affects police station's operation. For example the majority 67 per cent who agreed cited stations geographical location compared to the available work force. For the 33 per cent who don't believe work schedule affects operation argues flexibility among police officer coupled with tensed relationship between senior police and their junior. The findings imply that work schedules are an impediment to the performance of police officers in delivering their daily responsibilities.
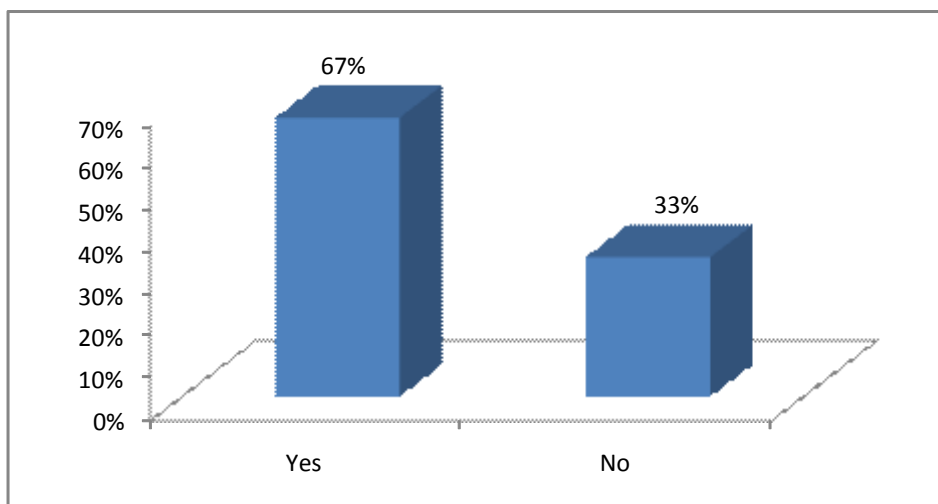
Figure 4.3 Effect of work schedules station's operations

4.4.2 External Environment

Majority 47 per cent of the respondents described their relationship with seniors as good, followed by those who described as very good constituting 27 per cent and also 15 per cent excellent and lastly per cent indicated worse. This means that those with excellent and good relationships with their seniors were likely to perform better than those with bad relationship with their seniors.
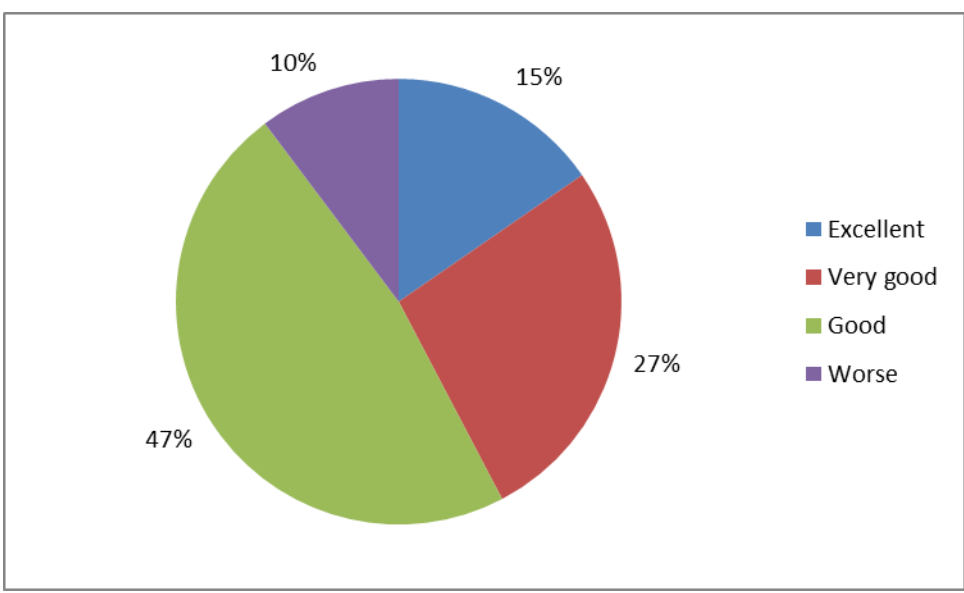
Figure 4.4 Respondent's relationship with their seniors

It is often argued that training enhances employee's skills in improving their performance. Table 4.2 below shows that 49 per cent of the respondents indicated the police station sometimes conducts training on new security approaches. For example on new technologies such as curbing insecurity using mobile phones, internet etc. In addition 29 per cent indicated least of the time with 12% most of the time and finally 10 per cent none of time. Furthermore the findings show that nearly half of the respondents agreed that performance of police offices is affected by current pay system in Kiambu Police Station. On the other hand 22 per cent strongly agree with 15 per cent being neutral, 12 per cent strongly disagree and finally 3 per cent disagree. This means that police officers often receive little training and were likely to affect how they operate within the police force.

Table 4.2 Duration workplace conducts training on new security approaches

Description	Frequency	Percentage
Some time	38	49%
Most of the time	9	12%
Least of the time	23	29%
None of the time	8	10%
Total	**78**	**100%**
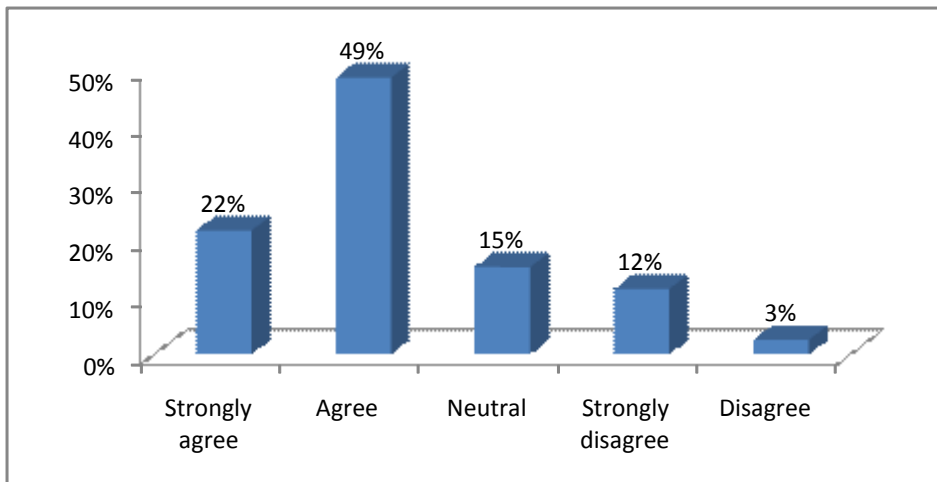
Figure 4.5 Respondent's relationship with their seniors

As suggested by respondents, the study established the nature of work place of work. As well as the officer increasing affect service delivery. This is largely because officer's performance decreases as they attend their duties. Moreover less than one-eight of the police officers in the station were a member of any welfare.

4.4.3 Motivations and Service Delivery

Results show that a significant number of the respondents observed that their internal drives has not influenced their decision in taking action. Indeed this could as result of bureaucratic nature of work system which calls for police to follow orders.

Based on reinforcement theory, recognition in classified as a natural reinforces (Luthans and Kreeitner 1985). The findings from this study shows that 38% of the respondent said they strongly agree that recognizing employees on a regular basis influence their performance while 23 per cent were neutral, 17 per cent agree 13 per cent strongly disagree and finally 9 per cent disagree as shown in the figure 4.6 below. Accordingly people anticipate certain outcomes based on recognition received, and then through forethought, they initiative and guide their actions in an anticipating fashion.
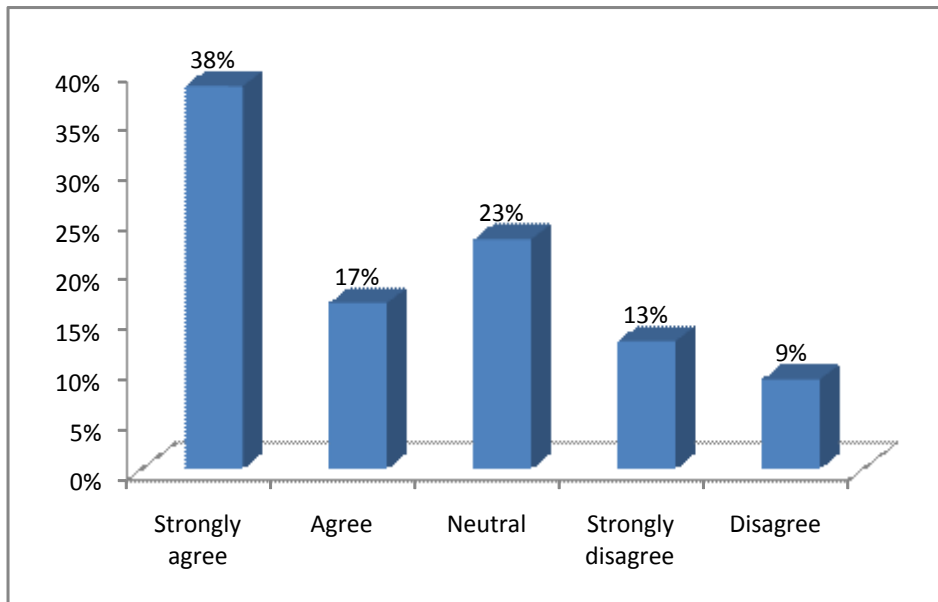
Figure 4.6 Providing regular employee respect influences performance

When asked to state whether leading employees to measure their own success improves their work, slightly higher than half were neutral, followed by one-eight who agree. Also other respondent strongly agree at 12 per cent disagree 13 per cent and strongly disagree as 9 per cent. Table 4.3 highlights the findings of the study.

Table 4.3 Teaching employees to measure their own success improves their work

Description	Frequency	Percentage
Strongly agree	9	12%
Agree	12	15%
Neutral	40	51%
Strongly disagree	7	9%
Disagree	10	13%
Total	**78**	**100%**

The study further establishes that adopting management and leadership actions that allows employees to perform during consultative leads to success. As shown in figure 4.7 below although only 6 per cent disagree and 46 per cent neutral a significant percentage agreed. In addition treating employees with respect encourages ownership and one make respondents said that employee ownership fosters their commitment to their organization this in turn improve the ability of firms to carry out a variety of key strategic activities. Asked to state whether satisfied and happy employee can do impressive and as a result are good majority 38 per cent indicated agree, followed by 28 per cent neutral, 13 per cent strongly disagree, 12 per cent strongly agree and 9 per cent disagree.
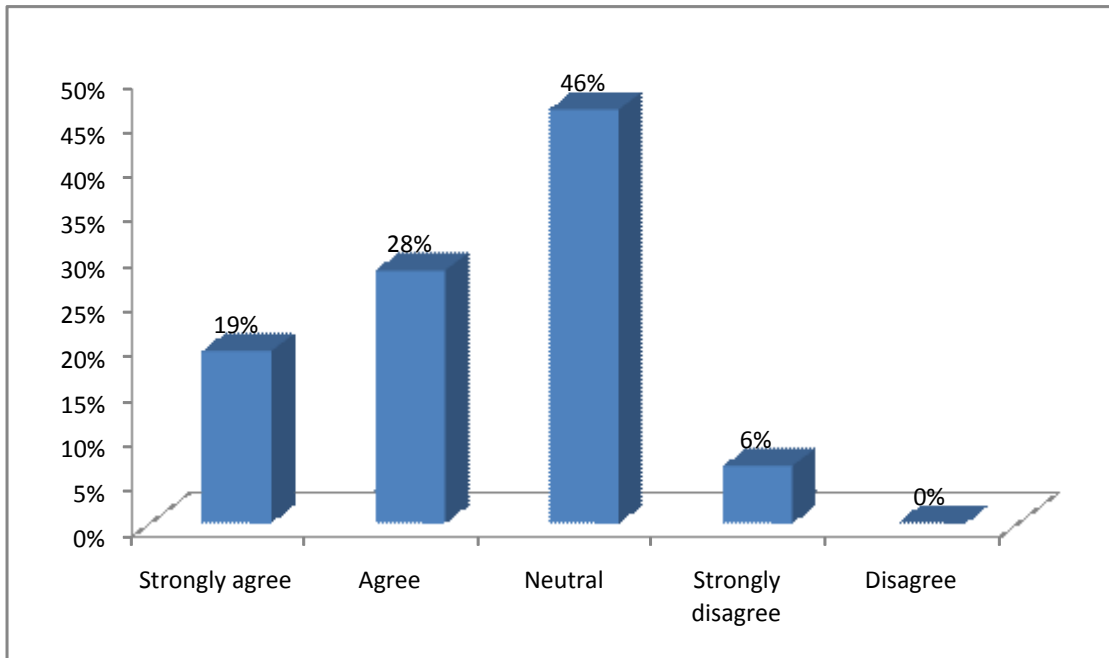
Figure 4.7 Adopting management and leadership actions that allow employees to perform during consultative leads to success

Table 4.4 below shows that 38 per cent of the respondents agree that employee work very impressively and as a result service delivery is enhanced especially if they are satisfied and this was followed by 28 per cent neutral, 12 per cent strongly agree, 13 per cent strongly disagree and 9 per cent disagree. This finding is in support of McGregor's theory Y that urges organizations to act in a manner that can induce positive attitude of workers to produce increased output. It is also in line with Amable's conclusion on the importance of intrinsic motivators in improving performance and it's also in support of Herzbergberg's two factor theory that looks at advancement as a motivating factor to performance.

Table 4.4 If employee are satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good

Description	Frequency	Percentage
Strongly agree	9	12%
Agree	30	38%
Neutral	22	28%
Strongly disagree	10	13%
Disagree	7	9%
Total	**78**	**100%**

4.4.4 Relational Coordination and Performance of Police Officers

Table 5 shows adjusted models of quality life. Improved quality of care was significantly associated with higher levels of relational coordination among police officers. Similarly positive effects of coordination have been reported in other police stations indeed the findings shows that improved police coordination in every police station was reported to improve promptness and quality of service. Professor Gittell has explored how coordination by front-line workers contributes to quality and efficiency outcomes in service settings, with a particular focus on the airline industries (Newman, 2000). She has developed a theory of Relational Coordination, proposing that work is most effectively coordinated through relationships of shared goals, shared knowledge and mutual respect, and demonstrating how organizations can support relational coordination through the design of high performance work systems.

Table 4.5 How respondents describe impact of relational coordination of police quality of life

Description	Frequency	Percentage
Extremely high	24	31%
Somehow high	42	54%
Low	10	13%
Extremely low	2	3%
Total	**78**	**100%**

Figure 4.8 below job satisfaction among the employees can expect maximum contribution for the success of an organization. This research papers explores whether relational coordination affects job satisfaction among the police in Kiambu Police Station. Results showed that majority 56 per cent believe it does not affect.
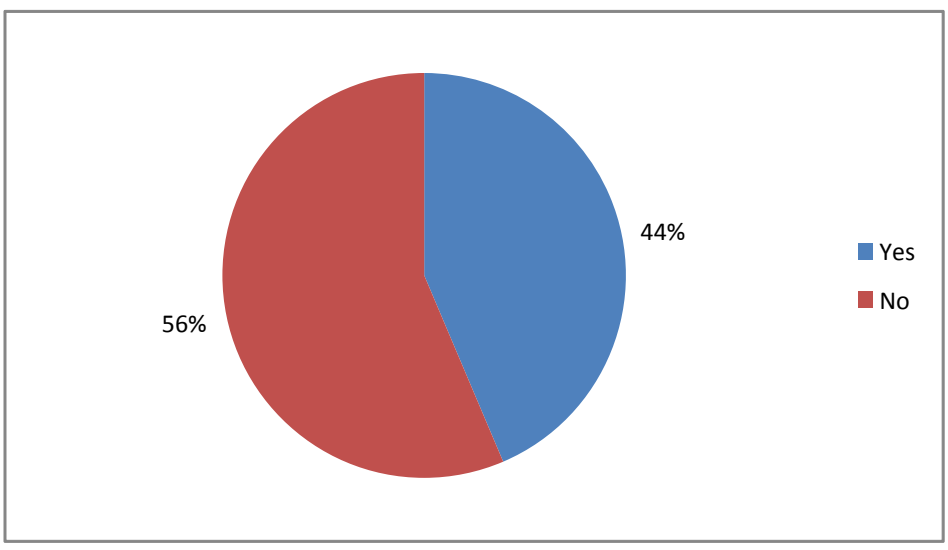
Figure 4.8 Whether relational coordination affects job satisfaction

Figure 4.9 below shows that majority 62% of the respondents agreed that employees are important for achieving high performance either through their commitment and motivation or through their knowledge and skill that they bring. Wood (1999) found that

high performance is driven by high commitment. Fundamentally organizations believe that employees are the assets of the organizations instead of excessive baggage to the organization (Wood & Wall, 2002). According to this approach it is assumed that if organization treats its employees with respect and employees have voice in organizational decision making it improves performance of the employees (Wood & Wall, 2002).
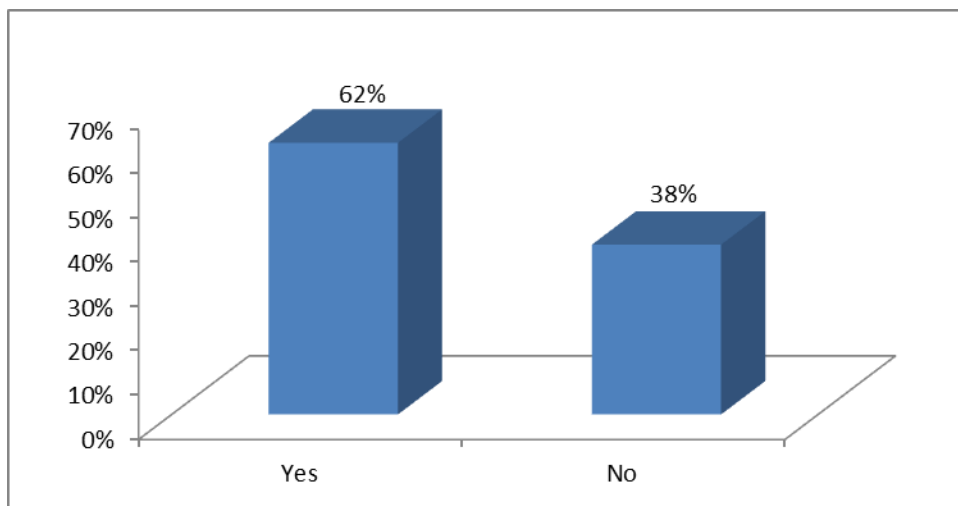
Figure 4.9 Achieving high performance through commitment and motivation

As shown in figure 4.9, 62 per cent of those interviewed agreed that employees are important for achieving high performance either through their commitment and motivation or through the knowledge and skills that they bring to the job while only 38 per cent disagreed. This means that Kenya police service was likely to perform better if it considers the welfare of its officers.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The chapter gives a summary of major findings drawn from the analyzed data. The summary of findings will help in drawing conclusions towards answering the research questions and then finally will lead to recommendations. The focus of the study was on

motivation among police officers. The conclusions were based on the returned 78 questionnaires.

This main purpose of this study was to examine the motivation effects on service delivery in the disciplined service in Kenya with particular focus on Kiambu Police Station. The findings from the study show that effective police work is highly dependent on the analytical competence of the law enforcement motivation strategies. To start with this study established that male respondents were higher that female. On the one hand majority of the respondents were married constituting 41%. The findings further established that majority of the police officers have only KSCE but more and more are enrolling into colleges and universities. Nevertheless, the number of police with university education is expected to rise within the few years. Moreover a significant number of the respondents indicated they had worked for over 10 years in National Police Service. And perhaps this demonstrates the level of experienced officers are despite to study never delve do much on what are

5.2.1 Adequate capacity among Police officers

The findings reveal that Kenya Police force doesn't have adequate capacity to handle cases and as a result, it can affect their performance in providing service to the public. In fact in the last 6 months, 46 per cent of the respondents indicated they had thought of resigning due to work overload despite 54 per cent arguing they had not thought about leaving work. Of noble concern is the work schedule which according to some respondents affects operations in the police stations. Innovative police departments might

be encouraged to collaborate in a research program that is committed to trying a variety of promising training methods. Participants would agree to a coordinated effort to conduct experimental and quasi-experimental evaluations of various training methods. Developing human resources according to Newman (2000) allow police force to remove or prevent performance deficiencies, makes officers more flexible and adaptable, and increases their commitment to the service. Egghe & Rousseau (1998) suggests that two key ways to elicit loyalty from employees today are to reinforce perceptions of organizational membership and demonstrate organizational care and support for employees.

5.2.2 External Environment

The study established relationship between different levels of Police Officers was good but the most interesting respondents are that of 10% who believed their relationship with seniors was worse. According to Inciardi (1990), police officers develop resources to deal with the isolation from the community that result from the job and the police socialization process. These police subcultural attributes include "protective, supportive, and shared attitudes, values, understandings and views of the world," which result in a blue wall of silence (p. 227), or closed police society. And perhaps interestingly, police service sometimes conducts trainings, something common table. This is largely because training improves performance among the officers and in turn the public can often receive quality and effective service. Nearly half of the respondents believed that the current pay system affect performance of the police officers in providing services to the public. However with 17% saying they didn't think current pay affects at some instances. According to the

seminal work of Skolnick (2008) the police subculture is a crucial concept in the explanation of police behavior and attitudes. The subculture, in his view, characterizes the public as hostile, not to be trusted, and potentially violent; this outlook requires secrecy, mutual support, and unity on the part of the police. Manning (1977) suggested that the inherent uncertainty of police work, combined with the need for information control, leads to police teamwork, which in turn generates collective ties and mutual dependency.

5.2.3 Welfare service Delivery

It is important at this juncture to bear in mind the cost involved in employee training which is intended to be recovered through the improvement of efficiency by the employee to the overall success of the organization in achieving its objective. The challenge involved in achieving this objective is that though most organizations try to spend less on employee training, nevertheless it is a cost which raises some concern in relation to the length of stay the employee will serve the organization after completion of the training. Furthermore by teaching how to measure their own success influences also how they work and McGhee (1997) stated that an organization should commit its resources to a skill development only if, in the best judgment of managers, such development can be expected to achieve some results other than modifying employee behavior. Boxall and Purcell (1992) suggest that 'human resource advantage can be traced to better people employed in organizations with better processes.' Concerns with efficiency and the resulting pressures they produce have increased dramatically with the computerization of the police world and other technological advances. Simultaneously,

taxpayers have begun to demand greater accountability for the costs involved in policing and the addition of well-educated (and therefore more costly) police personnel.

5.2.4 Relational and job satisfaction

From the findings, it can be stated that relational coordination improves performance in potentially significant ways. As Gittell, Weinberg, Pfefferle, & Bishop (2008) observes relational coordination is communicating and relating for the purpose of task integration - a powerful driver of performance when work is interdependent, uncertain and time constrained. Problem-oriented policing advocates argued that analysis of problem s and strategic interventions would be a more effective long-term strategy for reducing the calls-for-service work load by solving or reducing the problems (Goldstein 1990; Sparrow et al 1990). Hotpsots policing required that officers concentrate their efforts in certain small geographic areas to deter and in capacitate disorderly and illegal activity. The theory of relational coordination argues specifically that the effectiveness of coordination is determined by the quality of communication among participants in a work process (for example its frequency, timeliness, accuracy and focus on problem solving rather than on blaming), which depends on the quality of their underlying relationships, particularly the extent to which they have shared goals, shared knowledge and mutual respect (Gittell, 2006).

5.3 Conclusion and recommendation

The capacity of the Kenya Police Service to deliver on services is severely diminished by political manipulation, the lack of forensic services, inadequate training and equipment,

corruption, and weaknesses in the judicial sphere. Disconnect and lack of coordination between numerous kinds of policing and intelligence organizations are major hurdles on the path leading to collective strategizing. The police in Kenya have a terrible reputation, and ordinary people often avoid approaching police to report crime or communicate grievances. There is a general perception that the institution of the police is institutionally incompetent, and needs further training to tackle rising insecurity. Consequently, justice is elusive, insecurity is rampant, and ordinary citizens are the victims of this system. From the above analysis, this study recommends that:

- Kenya police services consider increasing the number of police officers in the station to reduce work overload among the current capacity.

- There is urgent need to review salaries for the police considering the current pay system.

- Further research should be conducted to establish role of internal drives in employee performance.

- Further studies should be carried out to examine effects of motivation on service delivery in two other stations in other counties.

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APPENDIX III: QUESTIONNAIRE

GENERAL INFORMATION

1. Date_____

2. Your name_____

3. Please indicate your sex

   Male ( )   Female ( )

4. What is your marital status?

   Married   ( )   Single   ( )

   Widowed   ( )   Separated/divorced ( )

5. What is your highest level academic qualification?

   PhD   ( )   Masters   ( )

   Bachelors   ( )   Diploma   ( )

   KCSE   ( )

6. For how long have you worked in this station?

0-5 yrs   ( )   6-10 yrs   ( )

10-15 yrs   ( )   15> yrs   ( )

ADEQUATE CAPACITY AMONG POLICE

7. Do you think Kenya Police force has adequate capacity to enhance performance in the station?

Yes ( )

No ( )   if   yes,   please   explain briefly_____

8. Looking at your current working formation, how would you describe workforce in Kiambu Police station?

_____

_____

_____

_____

9. In the last 6 months have you thought of resigning due to overwork/work overload?

Yes ( )

No ( )

If yes, what was it about?_____

10. Looking at your work schedule, do you think it has affected station's operations?

Yes ( )

No ( )

If yes, how do you deal with it when it arises?_____

11. In your own words, how best capacity of police officers can be enhanced to discharge their duties without any hindrance?

_____

_____

_____

EXTERNAL ENVIRONMENT

12. For the duration you have worked in the station, how would you describe your working relationships with your seniors?

Excellent ( ) Very good ( )

Good ( ) Worse ( )

13. How often does your workplace conduct training on new security approaches?

Some times ( ) Most of the time ( )

Least of the time ( ) None of the time ( )

How do you describe the training facilities?_____

14. The performance of police officers is affected by the current pay system in Kiambu police station?

Strongly agree ( ) Agree ( )

Neutral ( ) Strongly disagree ( )

Disagree ( )

15. Looking at the current work environment, how would explain its effects on your performance in relation to service delivery?_____

_____

16. Are you a member of any employee welfare? If yes, how would you describe its impact on your service delivery?_____

_____

MOTIVATION AND SERVICE DELIVERY

17. From your experience in the disciplined force, have you had any internal drives that have caused a you to decide to take action?

Yes ( )

No ( )

18. Please in the following section, state whether you agree or disagree

Strongly agree (SA) Agree (A) Neutral (N) Strongly disagree (SD) Disagree (D). *Please just write the initials at the end of the statement*

<u>**SA   A   N   SD   D**</u>

a) Providing regular employee respect influences performance ☐

b) Teaching employees to measure their own success improves their work ☐

c) Adopting management and leadership actions that allow employees to perform during consultative leads to success ☐

d) Treating employees with respect encourages their ownership ☐

e) If employee are satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good ☐

19. In your own words, how would you describe your company's culture?_____

_____

_____

RELATIONAL COORDINATION AND PERFORMANCE OF POLICE OFFICERS

20. How do you describe impact of relational coordination on police quality of life at Kiambu police station?

Extremely high	( )	Somehow High	( )
High	( )	Extremely low	( )

Low ( )

21. Looking at your current work, do you think communicating and relating for the purpose of task integration affects job satisfaction in the disciplined services?

Yes ( )

No ( )

If yes, why do you think so?_____

22. In your previous experience, what do you think can be done to encourage the development of relational forms of coordination?_____

_____

_____

_____

23. It is said that employees are important for achieving high performance either through their commitment and motivation or through the knowledge and skills that they bring to the job. Do you think so?

Yes ( )

No ( )

If yes, why would you think so?_____

_____

24. What else do you think it can be done to improve the situation of disciplined forces in Kenyas_____

_____

_____

Appendix I: Research Permit

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

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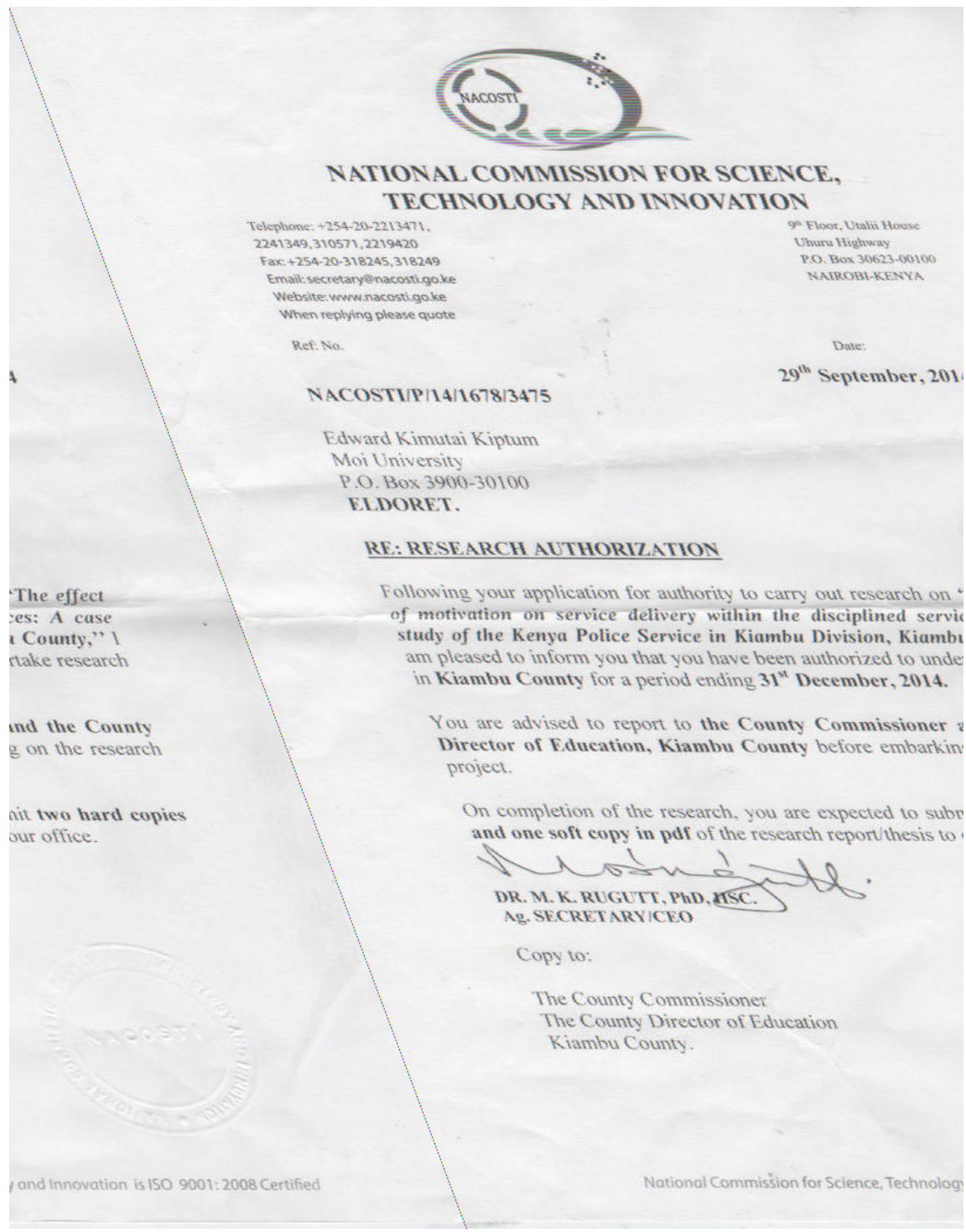National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 3396

CONDITIONS: see back page

APPENDIX II: RESEARCH AUTHORIZATION

National Commission for Science, Technology & Innovation

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,310571,2219420
Fax:+254-20-318245,318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/14/1678/3475

29th September, 201

Edward Kimutai Kiptum
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "
of motivation on service delivery within the disciplined servic
study of the Kenya Police Service in Kiambu Division, Kiambu
am pleased to inform you that you have been authorized to unde
in **Kiambu County** for a period ending **31st December, 2014.**

You are advised to report to **the County Commissioner**
Director of Education, Kiambu County before embarkin
project.

On completion of the research, you are expected to subr
and one soft copy in pdf of the research report/thesis to

DR. M. K. RUGUTT, PhD, HSC.
Ag. SECRETARY/CEO

Copy to:

The County Commissioner
The County Director of Education
Kiambu County.

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and the County
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it **two hard copies**
our office.

APPENDIX III: RESEARCH AUTHORIZATION

Ministry of interior & coordination of National Government, County Commissioner, Kiambu

OFFICE OF THE PRESIDENT

MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT

COUNTY COMMISSIONER, KIAMBU

Telegraphic address: "Rais"
Telephone: +254-66-2022709
Fax: +254-66-2022644
E-mail: countycommkiambu@yahoo.com
When replying please quote

Ref. No. **ED.12/1/VOL II/15**
and date

P.O. Box 32–00900
KIAMBU

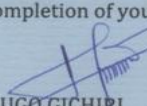30th September............. 14.........

Edward Kimutai Kiptum
Moi University
P.O. Box 3900-30100
ELDORET

RE: RESEARCH AUTHORIZATION

Reference is made to National Commission for Science, Technology and Innovation letter ref. no. NACOSTI/P/14/1678/3475 dated 29th September 2014.

You have been authorized to conduct research on **"The effect of motivation on service delivery within the disciplined services: A case study of the Kenya Police Service in Kiambu Division, Kiambu County,"** for a period ending 31st December 2014.

You are requested to share your finding with the County Director of Education upon completion of your research.

MUGO GICHIRI
FOR: COUNTY COMMISSIONER
KIAMBU COUNTY

Cc   County Director of Education
            KIAMBU COUNTY

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

APPENDIX IV: WORK PLAN

Activity	Period/time
Proposal development	2 weeks(from 25th march – 5th April 2013)
Designing data collection tools	1 day (8th June 2013)
Piloting	1 week (15th -20th June 2013)
Data collection	1 week (22nd -26th June 2013)
Data processing	1 week (29th -2nd July 2013)
Data analysis	5th -7th July 2013
Report writing	8th -9th July 2013

APPENDIX V: BUDGET

Items	Cost (Kshs)
Internet services	1,500
Printing and binding	3,000
Phone calls	500
Travelling and subsistence	7,000
Pens	70
Foolscaps	150
Total	12,070