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**EFFECTS OF TRAINING ON PERFORMANCE IN NATIONAL
POLICE SERVICE IN KENYA: CASE OF GENERAL SERVICE
UNIT OFFICERS NAIROBI**

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EFFECTS OF TRAINING ON PERFORMANCE IN NATIONAL POLICE SERVICE IN KENYA: CASE OF GENERAL SERVICE UNIT OFFICERS NAIROBI

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Abstract

Purpose: the purpose of this study was to assess the effects of training on the performance of national police service. A case study of general service unit, Nairobi.

Methodology: This study was informed by Disconfirmation theory and Vroom expectancy theory. Survey design was utilized to collect both qualitative and quantitative data from respondents. The site of the study was General Service Unit Headquarters - Ruaraka in Nairobi County in Kenya whereby primary data was collected from 400 officers of various ranks. From the population of the study, the researcher used systematic random sampling to select 400 out of the 4000 officers of various ranks from General Service Unit Headquarters in Ruaraka. Data was collected by the use of tools such as a structured questionnaire containing open and closed ended questions and an interview guide. The collected quantitative data in form of the completed questionnaires was analyzed using Microsoft Excel. Qualitative data underwent content analysis.

Findings: The study found that there is a positive and significant relationship between training and the performance of police officers in Kenya.

Distinctive contribution to theory, practice and policy: The study recommended the national police service to improve on service quality dimensions, strengthen systems and processes and also intensify training for staff at the national police service.

Key Words: *Training, Performance, National Police Service*

1.0 INTRODUCTION

1.1 Employee Performance

Historically, over the years the Kenya police service has been faced with many daunting challenges in its quest to perform well. Among these are excessive bureaucracy, political interference, corruption, unattractive working conditions and poor work ethics, lack of proper training and professionalism, development and experience, lack of recognition, inadequate resources among others. Performance of police officers is not a privilege, but a legitimate expectation in a civilized and democratic modern society. The public service was evaluated based on one criterion i.e. its effectiveness on performance which meet the basic needs of all citizens in a country and our case study Nairobi County – the General Service Unit Police Headquarters. Provision of services by the police service is critical for the efficiency of security and management of crime in any country, hence if these services are inadequate, will negatively impact on the performance of police officers thus impacting on the entire nation.

Since independence the public sector of the Kenya National Police Service has undergone a number of reforms with a purpose of meeting the citizenry needs and aspirations. The Public sector organizations are responsible and accountable to the citizens and communities of their counties and countries as well as to their customers or clients and has been under increasing pressure to improve upon service delivery and to demonstrate that it is customer-centric and not human brutality oriented. According to Gowan et al., (2011), in the public sector, service provision is more important than in the private sector. The reason being that it is a matter finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done but not simply meeting expressed needs. It goes without saying that compared to the private sector, customer satisfaction and quality service in the public sector largely leaves much desirable. Also a lot of work has gone into studying good performance and customer (clients) satisfaction in the private sector. Though some work on the subject has been done in the public sector as well, it does not match the scale or volume of work done in the private sector. Performance is given high premium in the private sector as it holds the key to survival, competitiveness, customer satisfaction and customer loyalty. Contrastingly, a lot of public sector organizations lack the culture, systems and processes to deliver high quality services. It is against this backdrop that this study is being undertaken.

Studies conducted in the Republic of Kenya on effects of employee promotion on performance, motivation and engagement on officers all revealed that the police work often exposes officers to pathetic working conditions coupled with stress and lack of recognition which affects their ability to perform efficiently and effectively (world at work survey 2012). The government of Kenya, (GOK, 2013) is developing a comprehensive policy to act as a guide to training, , professionalism, career progression and terms of service programs for employees in the national police service and those of public sector at large (Directorate of Personnel Management (2012). This impact of poor performance, exposure to poor working conditions and lack of recognition shows that there has been a growing concern about the potential risks posed by the police officers whose physical, social

and psychological well-being has been seriously distraught by their work thus the need to assess and support officers who have been involved in critical incidents through provisions of better working conditions, inclusivity in decision making, efficient training services and recognition thus ensuring that they are fit for service. The role of various factors on the performance of police officers is subject of great concern, for instance, research on GSU officers under stress revealed that the police work often exposes officers to pressure which affects their ability to perform meritoriously (Moss Brunetto & Farr-Wharton, 2012).

In Kenya, the police department is a law enforcement agent in the country which among others ensures that law and order is enforced and maintained, citizen's lives and properties are protected, apprehension of offenders, preservation of peace, prevention and detection of crime, reduce civil disorder in a civilized manner and their power include Legitimate life of the force; or "SERVICE" as is. It was until 1895 that there emerged a POLICE FORCE in Kenya. The Imperial East African British Company (IEABC) which had started business trade along the Coast of Kenya was the only entity which had security, they had started all their stations where they employed watchmen and guards known as "Askaris" with the first being recruited in 1887 under Sir. William Mackinnon. However, a study conducted by Hon. Rtd Philip Ransley in 2009 reveals that serious problems ranging from poor working conditions to lack of employee's welfare services is a subject of great concern as a police officer can barely enforce law and order with such constraints and the type of modern crimes committed in today's crime space like cyber-crime, drugs and arms trafficking, terrorism and marine piracy (Republic of Kenya, 2016).

Efforts by the government, private sector and other stakeholders to eliminate occupational incidents and injuries through sound healthy and safety has been very difficult due to various challenges facing the services such as the facilities, training, community support among others are poor in the developing countries (Morwabe, 2009). An overview of the security situation in Kenya reveals several sophisticated and complex challenges that calls for an in depth study on performance with a view to improving service delivery and peace initiatives, non-state actors have taken a more active role (Daily Nation 24th May, 2015).

An overview of the security situation in Kenya revealed several sophisticated and complex challenges that allow an in depth study on performance as a whole. The Kenyan government in its efforts to improve on the performance of the National Police Service has been impeded by lack of resources (Muller, 2014) to meet the expected capital requirements for the ministry of internal security under which the regular police fall at 15 billion Kenyan Shillings per annum for the year 2015-2016. The huge shortage despite heavy taxes leads to poor performance, this review examines the effects of training on performance among the police service in Nairobi County. The KPS has for long been ranked as one of the leading institutions in terms of corruption and poor service provision (Tenkebe, 2013).

1.2 Training and Performance of National Police Service

The security sector is the ones responsible for maintaining laws and orders hence preserve peace within society. Broadly, this is executed by security officers; major components of which are the

police officer. Security is provided in the form of guarding commercial premises as well as residential places which are the key functions. The police also man-roads with the aim of checking on vehicle speed, conditions, road worthiness and enforcing general traffic rules and regulations. This seems to have been abused as there is an increase in road accidents, extortion by illegal gangs and general abuse of traffic rules and regulations (Kiraithe, 2011; Owino, 2017). An overview of the security situation in Kenya reveals several sophisticated and complex challenges that calls for an in depth study on performance with a view to improving service delivery and peace initiatives, non-state actors have taken a more active role (Daily Nation 24th May, 2015). Since the Kenyan police department is a law enforcement agent in the country which ensures that law and order is maintained, citizens' lives and properties are protected, the experience in the police services in Nairobi County which also doubles up as the country's capital reveals that many officers lacks efficient training and which forms major components of good performance .This could pose security threats, instability and substandard development in Kenya (Republic of Kenya, 2013). Therefore, the study sought to enlighten the public of effective training and its effects on performance of the police service.

Nearly all security tasks involve people and the accomplishment of the purpose. Necessitate a control of people that is best affected by winning their compliance with law and ordinances. The relationship between the security agents and the public is promoted by an understanding of human drives, emotions, reaction, inhibitions and attitude and knowledge of techniques which is an important training objective. Highly motivated officers produce better outcomes (Hertzberg, 2013). It is important that managers understand factors that impact on motivation and this ought to be the latest

The background of policing in Kenya dates back to the pre-colonial period, like many developing countries, independent Kenya inherited a police force initially designed to protect the interests of the colonial power. In the earliest history of police in Kenya, the Imperial British East Africa (I.B.E.A) recruited the first policemen to provide security for its stores in Mombasa. According to Foran the British East Africa police was actually created at the start of 1902 and for the next 18 years that was the title of the then force. The sultan of Zanzibar was proclaimed the crown colony in July 1920 and its name changed to Kenya colony, consequently the name of the force changed to Kenya police and finally to the current Kenya National Police Service (Foran, 2013). The imperial British East Africa Company was to essentially fade from East and Central Africa scenes due to financial burdens. In the year 1895 and 1901 the Kenya Uganda railways was being constructed and completed on the shore of lake Victoria. This saw the expansion of the troops to safeguard the property, construction and workers against hostile communities and marauding animals.

In 1906, the Kenya police was legally constituted by a police ordinance and the office of Inspector General established. The year 1926 saw the formation of the Criminal Intelligent Unit and the Railway Police Unit while in 1946 another police training depot was established. General Service Unit was later to be established in the year 1948 for rapid deployment. During the same year police

training school was transferred from Nairobi deport to Kiganjo its present site. The same year saw new Police Act brought into being, a year later in 1949 Police Air wing to support communication and casualty evacuation was established. A dozen other specialized police units has since emerged including Special Branch, Directorate of Criminal Investigations, Anti Stock Theft Unit, Rapid Deployment Unit among others, the evolution of reform series has seen most of these units modify/change their names to suit the modern highly competitive world of evolution for instance, this saw the name CID change to DCI and KPF to NPS respectively. The Government of Kenya has invested in a number of Commissions all geared to addressing police reforms that will ensure among others, suitable working and living conditions service delivery and efficiency and effectiveness. Commissions such as The Krigler Commission,(Krigler, 2008) The Ransley Commission (Ransley, 2008) and the Waki commission into Post Election Violence(Waki, 2008), IPOA, NPSC and Police Reforms Implementation Commission have all come up with recommendations on how to improve the Kenya Police force into a Service delivery through various reforms process. To date, despite having made tremendous changes in the police department, there is still a lot underlying to be taken to make Kenya Police an efficient and effective Service delivery, people friendly and customer oriented with strict adherence to the laws and regulations within which they are governed. It is however notable that no research has been carried out to investigate the relationship between trainings and performance of police officers in the National Police Service in Kenya a case study of the GSU headquarters Ruaraka - Nairobi County, hence making this study relevant.

1.3 Statement of Problem

The central problem of the study was that despite the government reform efforts in the security sector, Performance in the National Police Service in Kenya has been deteriorating (Carter and Sapp, 2017), with substandard training, career development and professionalism thus leading to intense criminal activities increasing day by the day. Post-election violence and clashes for instance as witnessed in 2007, 2008 and 2017 respectively led to loss of lives destruction of property e.g. business buildings and food in the stores etc. Road accidents are on the increase with more productive people who are bread winners dying every day, banking institutions, commercial centres and individuals in business lose cash at the hands of organized criminal gangs, minors are raped or sodomized, corruption is on the increase as well as terrorism. Given the above scenario, the government loses tax payers, skilled manpower and property in terms of buildings and food reserves. With increased insecurity investors and tourists get scared and keep off and as such huge resources have to be used to lure them back to the country. An overview of the security situation in Kenya revealed several sophisticated and complex challenges that allowed an in depth study on performance with a view of improving service delivery through training and performance as a whole. The resultant poor performance in the police sector stuck out strongly and was distinct from any other poor performance in any other sector because innocent lives, especially of those at their most productive stage are lost, (Maguire et al. 2007; 2013). . The government allocates substantial amount of money to train police officers and from the evidence, there is still an increase of three to four percent of crime. In the year 2011, approximately 5,624 (18% of Kenya Police)

officers were trained, out of these 3,409 attended basic course for beginners; in the year 2012 the Kenya police service trained 6,274 (20.2%) officers out of which 4,082 were trained on basic courses and in the year 2013, another 4,836 (15.6%) were 40 trained with 2,605 officers attending basic courses. According to the Independent Policing Oversight Authority (IPOA) Baseline Survey on Policing Standards and Gaps (2012), it was established that out of the 36 felony cases reported only 8 cases met the minimum evidential threshold for them to be prosecuted before a court of law, reflecting that there is a gap on investigation skills which requires training intervention. It was against that background that this inquiry established the impact of training on performance in the police service.

1.4 General Objective

The objective of the current study was to establish the relationship between training and performance of police officers in GSU HQs Nairobi County.

1.5 Research Question

What is the effects of training on performance in General Service Unit?

1.6 Hypothesis

H₀₁: Training has no significant effect on performance of General Service Unit Officers

1.6 Scope of the study

The current study aimed in finding the effects of training on performance of police officers in national police service. The study was carried out in GSU Head Quarters Nairobi County which is the capital city of Kenya, and falls under the Nairobi Area Police Command. To answer the general objective, the study aimed to obtain primary data from various sources such as police posts/sections and stations/platoons or company that are rich in information regarding the officers and their performance. The data was obtained by use of structured questionnaire, interviews and observations to make sure that correct information was obtained.

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter reviewed both published and unpublished literature that was relevant to the study topic and objectives. It reviewed various studies that was previously looked at the subject of police performance and specifically in regard to training. Different authors had considered issues of police training as the key factor. Their work was reviewed in order to build a case for the current studies. The study was informed by Disconfirmation theory and V'rooms Expectancy Theory which was identified and amplified with various opinions and interpretations

2.1 Employee Performance

Performance is perceived as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. Performance of police officers is a legitimate expectation in a civilized and democratic society but not a privilege. The public service will be

evaluated based on one criterion – its effectiveness on performance which meets the basic needs of all citizens in a country and our case study the General Service Unit Headquarters based in Ruaraka - Nairobi County. Provision of services by the police service is critical for the efficiency of security and management of crime in a country. These services if inadequate will negatively impact on the performance of police officers and the country's economy at large.

2.2 Training and Performance.

The 21st century mission of the police is both a symbolic one: the police represent the public face of our democracy and a practical one; reducing harm and therefore, the police officers are given powers to use force, to restrict liberty and otherwise where life might be lost to ultimately take life. However, it is noted that without appropriate training for the police service, it is not possible for them to appropriately accomplish these tasks. The training as an intervention is to make safe that the officer perform all tasks with ease and in such a way to ensure safety and satisfaction of the security officer. This is accomplished by developing such skill and dexterity that each act is performed naturally and semi automatically with a minimum of conscious physical or mental effort. The act is preceded by a decision; therefore, training must provide a background of knowledge acquired through either actual or simulated experiences to which current situations may be related for judgment. Nearly all security tasks involve people and the accomplishment of the purpose, necessitate a control of people that is best affected by winning their compliance with law and ordinances. The relationship between the security agents and the public is promoted by an understanding of human drives, emotions, reaction, inhibitions and attitude and knowledge of techniques which is an important training (Kenya Police Service Strategic Plan, 2013 – 2017).

During training, the officers undergo various practices at different levels; these levels are comprehended by a variety of actions which requires efficiency and effectiveness in their developments. Effectiveness of training is an important factor for individual recognition and motivation (Pitts, 2008). A survey by Kovach (2011) listed ten motivation factors that employees ranked in terms of personal preference during training;- these included promotion and growth in the organization, full appreciation of work done, feeling of being in on things, job security, interesting work, sympathetic help with personal problems, personal loyalty to employees, good working conditions and tactful discipline. According to the Kenya Police Service Strategic Plan (2010), transparency, regularity and fairness are hallmarks of personnel decisions not only at the top of the service, but at all ranks. These are therefore core facets in training of the officers and should therefore be emphasized, unfortunately, many officers at all ranks owe their positions not to their academic qualifications/training or to their performance on the job, but rather to the patronage of powerful people inside and outside the police service (Kenya Police Service Strategic Plan, 2010).

During training, the officers are also trained on how to abide by clear criteria for recruitment, development and promotion and on how to reduce greatly opportunities for interference in its operations and levels of motivation. Equally important training topic is the selection of appropriate promotion criteria for instance, an organization that promotes officers based, for example, on the number of arrests they have made will provide quite a different kind of service to the public than

one whose criteria for promotion emphasizes, for example on integrity, investigative techniques and on ability to communicate effectively with civilians (Kenya Police Service Strategic Plan, 2008 – 2010). Managerial, development courses or in-service training has been shown to be a powerful employee motivator, however, the traditional way of promotion by years of service and completion of police law exams builds a spirit of dormancy and a don't care attitude. As long as the individual personnel is assured of being the next on line for development courses or training, then there is no need of working hard. This demotivates those who are hardworking and are also committed (Kenya Police Service Strategic Plan, 2008 -2010).

The traditional values such as discipline, subordination and obedience (obey and/or act first and ask questions later) are experiencing a loss in significance in modern society and are being replaced by the demand to participate in issues affecting the service. Keeping the records clean with no entry of indiscipline as being the determining factor for one to qualify for promotion is not enough and thus the need to consider the levels of individual performance. There should be a fair and equitable way of rating the personnel whereby the ratings should be based upon observations or empirical data in relationship to a set of predefined standards (Kenya Police Service Strategic Plan, 2008 -2010).

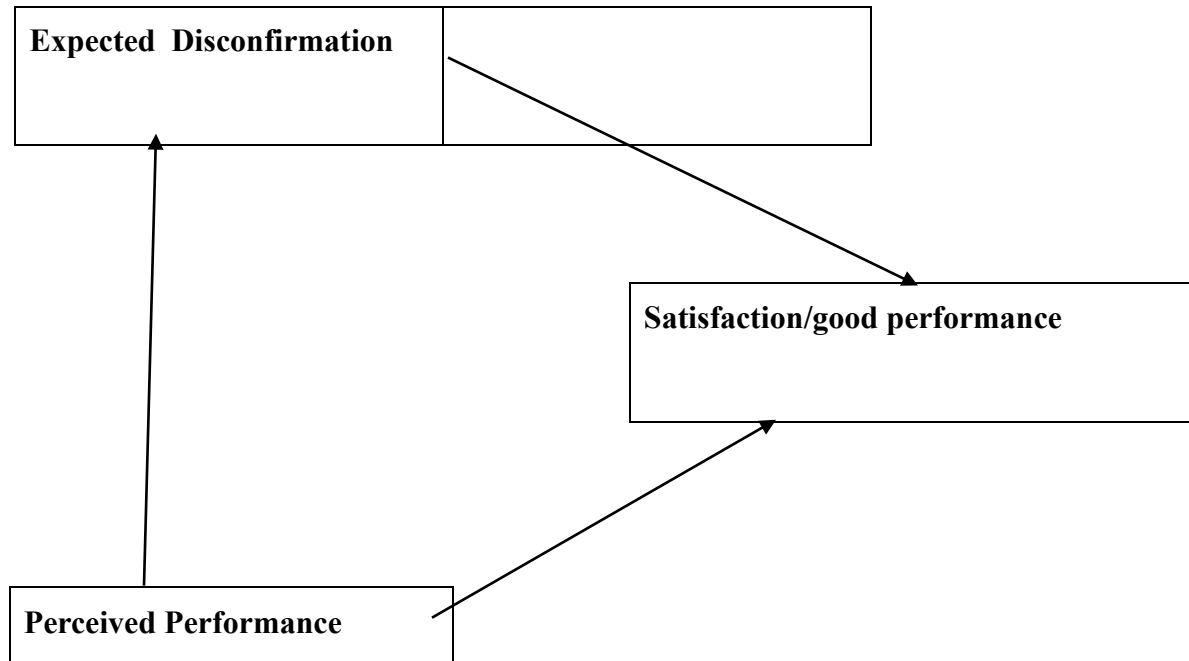
2.3 Theoretical frame work

The study was informed by disconfirmation theory and V'rooms Expectancy Theory.

2.3.1 Disconfirmation Theory

A discussion on customer satisfaction and performance cannot be complete without discussing the disconfirmation theory. This theory stands out as the foundation which is primary for satisfaction models on performance (Churchill & Surprenant, 2012; Oliver, 2010). According to disconfirmation theory, satisfaction is measured by the difference between perceived performance and cognitive standards such as expectations and desires (Khalifa & Liu, 2013). Client's expectations can be defined as client's par trial beliefs about a quality service (Mckinney et al., 2012). According to Zeithaml and Berry (2010), expectations can be viewed as predictions made by consumers about what is likely to happen during impending transaction or exchange. Perceived performance on the other hand is customer's perception of how product or service performance fulfills their needs, wants and desire (Cadotte et al., 2017). Disconfirmation is therefore defined as the customer's subjective judgments resulting from comparing their expectations and their perceptions of performance received (Mckinney et al., 2012; Spreng et al., 2016). The disconfirmation theory states that satisfaction is affected by the intensity (or size) and direction (positive or negative) of the gap (disconfirmation) between expectations and perceived performance.

Expectation Disconfirmation Theory



2.3.2 Vrooms Expectancy Theory

The expectancy theory was conceptualized by Victor Vroom and was published in 1964. Vroom offered an expectancy approach to the understanding of performance, performance is a product of anticipated value to a person's action, he coined probability that the person's goals would be accomplished as a product of the anticipated value in an action. Therefore, Vroom's model is underpinned on the concepts of value, expectancy and force. The concept of force is on the whole equivalent to performance and may be shown to be algebraic sum of the product of valences and expectations as follows:

$$\text{Performance(force)} = \text{valence} \times \text{expectancy} \text{ (Victor Vroom, 1964)}$$

The strength of an individual's preference for an outcome or goal is known as valence. It may be negative (fear demotion or transfer to may be to operation areas) or positive (prospect for promotion). The probability that a particular action will lead to a desired outcome is referred to as expectancy, for a particular goal, an employee must produce some behaviour to accomplish that goal. The employee has to weigh the probability of a number of behaviours that will accomplish the desired goals and select the successful behaviour, employees' performance may be augmented by changing the perception or by boosting the expectancy level through communication and augmenting the actual reward that will result (Keverenge, 2015). The theory explains the relationship between the employees and organizational performance and it recognizes the differences between employee performance and motivation, it also depicts differences in various

situations. it aligns itself with management by objectives. However, Vrooms theory is difficult to research and is faced with many difficulties in its application (Bose, 2007).

According to Kevernge (2015) this theory tackles three beliefs and exposes some clarity and applicability each belief deals with what employees think will take place if they put effort to perform, the first belief (B1) consists of the relationship between the effort and performance, that is, it's the employee belief about the probability that the effort will lead to performance. B1 can also be defined as the expectation that effort will lead to success. B1 can be seen as the employees belief about whether or not what is expected can be done.

The second belief (B2) consists of the relationship between performance and outcomes, that is, the employee belief about the probability that performance will lead to outcomes. In other words it is about what you do and what you get. The third belief (B3) is about how satisfying the outcome will be, it is all about how much value the outcomes will have in the future when they are received, rather than what their value is now (Kevernge, 2015)

2.4 Conceptual framework

The conceptual framework shows how various factors influence levels of motivation among General Service Unit officers. These factors include intrinsic rewards such as job satisfaction, challenging work, opportunities for learning (training and development), personal growth from the work and recognition. Extrinsic rewards include financial rewards (financial directly and indirectly). Financial directly or monetary compensation includes wages or salaries and allowances. Financial indirectly includes pension schemes and health insurance, paid sick leaves, children education, good accommodation, transport facilities and subsidized ration of essential commodities. However, GSU as an organization faces the challenge of excluding junior officers from decision making processes which may result in frustration and lack of motivation. This may affect the productivity and motivation of the officers. Another drawback is that senior officers lack training in managing other officers hence cannot steer them towards success. Reforms have also lagged behind partly because police managers have exhibited a traditional resistance to organizational change. These issues need to be addressed in order to achieve individual and organizational performance through goal commitment and low turnover of employees.

The National Police Service has been mandated by the Constitution of Kenya to train staff to the highest possible standard of competence and professionalism (Constitution, 2010). From the conceptual framework it was noted that the performance of the police service was highly influenced by the nature of training that they received. It was therefore the purpose of this study to establish the existence of a relationship between police training and the performance.

3.0 STUDY METHODOLOGY

3.1 Research design

The researcher used a study design that was intended to follow the descriptive research design for solving performance deficiency in the police organization. Descriptive design determined and reported the how things were in the present (Zainal, 2007). It was appropriate for providing

comparative description of the collected data about the population and cases related to different variable (Mumanthi et al., 2014). It used interview and observation schedules or administered questionnaires to a sample of respondents. The researcher employed a combination of both probability and non-probability sampling methods. Since the region targeted by the researcher had a large number of units to be studied, probability sampling provided an efficient system of capturing heterogeneity that existed in the target population. On the other hand, because the researcher focused on obtaining in-depth qualitative information about the police performance, then non-probability sampling was used. The technique used in probability sampling was stratified random sampling while the non-probability technique included purposive sampling. The research used a combination of both the stratified random sampling and purposive sampling.

3.2 Target Population

The population investigated consisted of the staff working in the GSU under the Kenya Police Service in the NPS - Nairobi County. The focus was on the GSU officers based at headquarters in Ruaraka Nairobi County, in total, the Unit has a population of 8,000 police officers working in the various security departments distributed all over the country with about 4,000 based at the Ruaraka headquarters along Thika Supper High way (Police Personnel Data, October 2017). These officers cut across various ranks from the Deputy Inspector General of Police (DIG) to Police Constables (PC) who is the junior most rank. The table below illustrates the personnel in GSU Police Headquarters.

3.3 Data Collection Methods

Three research instruments were used in the study for data collection. They included questionnaires, interviews and observation. They were used since the researcher had found them to be most useful for collecting the type of data that was needed for this study, however the researcher largely relied on the questionnaires.

3.3.1 Questionnaires

A questionnaire was developed for this study. A questionnaire was used to capture the data where respondents specified their level of agreement to a statement.

3.3.2 Interview and Observation Schedules

An interview and observation schedules was drafted specifically targeting senior managers in the Police department as well as NCOs and Constables. The Schedules was used to collect information relating to the experiences in the process of investigating police officers' relationship between non-financial rewards and performance of officers in Kenya, basing the arguments on employee training, working conditions and recognition at the place of work as the study variables.

4.0 STUDY FINDINGS

4.1 Response Rate

The study targeted a sample size of 400 respondents from which 300 filled in and returned the questionnaires making a response rate of 75%. This response rate was excellent and representative

and conforms to Mugenda and Mugenda (2009) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This implies that basing on this assertion; the return rate in this case of 75% was considered to be very excellent for the current study.

The study sought to establish the general demographic information of the respondents including gender, years of service or duration that the respondents have been in the National Police service - (GSU), level of education and the respondents rank, age and their designation. On the gender of the respondents, the study established that 240 of the respondents (80%) were male while 60 respondents (20%) were female.

The study inquired on the duration of service of the respondents at General Service Unit. The findings in table 4.4 show that 145 of the respondents (48%) of the respondents had worked for Less than 5 years, 66 respondents (22%) had worked for between 6-15 years, 38 of the respondents (13%) of the respondents had worked for between 26-30 years, 27 (9%) of the respondents had worked for over than 30 years while 24 (8%) of the respondents had worked for between 16 - 25 years. The study also sought to establish the respondents' highest level of education. The level of education in this case was in reference to the academic level attained by the respondents. That is Primary School level, Secondary School level, Professional Certificates and Diplomas at Tertiary level and Bachelors or Master's Degree level at the university. According to the findings, the 156 of the respondents (39%) had a secondary certificate, 100 of the respondents (25%) had a Tertiary level i.e. Certificate or Diploma, 96 of the respondents (24%) had a bachelor's certificate, 36 (9%) had a primary level of education while only 12 (3%) of the respondents had attained a Masters degree and above.

On the rank held, the findings are that 150 of the respondents (50%) of the respondents were constables, 84 (28%) were non-commissioned officers while 66 (22%) were members of inspectorate and Gazetted officers.

4.2 Training in GSU Police 2018

The respondents agreed with an aggregate mean and standard deviation of 3.7713 and 0.6078 respectively that training is a key factor on performance of general service unit officers supported by low standard deviation implying that the respondents did not vary so much in their views. The respondents strongly agreed that facilities at the police training institutions should be upgraded and that the current police training curriculum was sufficient for relevant training as illustrated by a mean score of 4.6734 and 4.5110 respectively. The respondents agreed that curriculum development and evaluation was vital, that on job training in Kenya Police was poorly done and that the 15 months initial training provided an adequate duration for recruit training as illustrated by a mean score of 4.2850, 3.9601 and 3.9560 respectively. The respondents were neutral that training facilities and equipments are sufficient, that all officers were conversant with the current training curriculum and that the trainers in the Kenya Police colleges and or training institutions were ill trained as indicated by mean score of 3.4537, 3.4533 and 3.4253. The respondents

disagreed that training imparted relevant knowledge to cope with modern policing needs as illustrated by a mean score of 2.2344 respectively.

In determining how competent the officers holding senior positions in police management were, the interviewees indicated that the officers were competent in management issues since they had vast experience in the police service.

Similar findings were reported by Edo (2010) that training enhanced job skills which in turn motivates the employee job satisfaction.

4.3 Testing of Hypotheses

Multiple Regression Analysis was used to test all the hypotheses. However before the tests were carried out, it was necessary to test the usefulness of the model. The regression results shows F statistic is 38.29, with a P-value of 0.000 $\square$ 0.05, which implies that the independent variables are jointly significant in explaining variations in the dependent variable. Adjusted R-squared is 56% meaning that the independent variables (Training) jointly explain 56% of variations in the dependent variable (performance of police officers) while the remaining 44% (100% - 56%) of the variations in performance of police officers is explained by other factors not included in the model. Therefore, the model is good and can reliably be used to test the effects of Training on performance of police officers.

Table 4.1 Regression results

Regression Statistics		Test Statistic	P-value
Adjusted R-squared		0.559873053	
F-statistic		38.29194544	0.000***

Dependent Variable		=	Employee	Linear Regression Results		
Performance				Coefficients	t-statistic	P-value

Intercept	1.516266682	5.900633015 0.000***
Training	0.333965124	0.337060896 0.001

$Y = 1.52 + 0.33X_1 + \varepsilon$ Where:

Y is the dependent variable

X_1 = Training and Development Variable

ε = Error Term

H₀₁: Training has no significant effect on performance of General Service Unit Officers

The coefficient of Training and development was positive at 0.33 with the t-statistic and corresponding p-value of 2.54 and 0.00 respectively. The P-value is ≤ 0.05 , thus the study rejected the null hypothesis at 5% level of significance that Training has no effect on performance of General Service Unit Officers.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study focused on a detailed discussion of the major findings of which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion and recommendation.

Majority were male aged between 31-45yrs, it is noted that majority of the respondents are secondary school leavers and certificate holders in specific fields, it is important to establish the working experience of the police because it has direct effect on service delivery among the respondents. It was noted that most of the police officers have worked in the service for a long period of time and therefore were in a position to provide appropriate data on customer service delivery in the service.

The results showed that the respondents agreed that training enhanced performance with the aggregate mean of 3.7713 and standard deviation of 0.6078. The second hypothesis was stated to assume that training has no effect on performance of general service unit officers. The results showed that training had a positive effects on performance of general service unit officers. A unit increase in training would result into an increase in performance by 0.33 units. Similar findings were reported by Edo (2010) that training enhanced job skills which in turn motivates the employee job satisfaction

5.1 Conclusions

The study exposed a positive and significant relationship between training and the performance of police officers in Kenya. For the Kenyan government to achieve its aim in the creation of a peaceful environment to foster social, political and economic development for the well-being of

the citizens. An efficient and well trained security system must be put in place to ensure adequate training.

5.2 Recommendations

Since the study has established conclusively that there is a predictive relationship between training and performance, it is thus recommended that national police service administration should develop and implement effective training systems. Although there exists a training policy framework, it is recommended that it is subjected to periodic review and benchmarking with other institutions both locally and internationally for it to remain relevant and meet the aspirations of the stakeholders

5.3 Recommendations for policy and practice

The national police service should also employ an effective monitoring and evaluation procedures that will ensure that the training programs employed are effective. The National Police Service needs to take affirmative action of increasing the female ratio within the service progressively with the aim of providing equal opportunity to all genders as reflected in the demographic results of the study. Further too, the organization need to provide a window of opportunity for employees to advance their academic education while serving in the organization. It is also recommended that scheme of service be revised to accommodate specialist or talented officers who wishes to work for a shorter period and leave the service due to personal reasons including settling family matters or furthering their studies without being compelled to resign and leave the police service.

5.4 Recommendations for Further studies

This study has investigated into the effects of training on the national police service performance in Kenya. To this end therefore a further study should be carried out to assess the other factors that may affect the police service performance in Kenya as well as how the serving officers could be motivated to improve their level of Education while discharging their primary and secondary duties in the service. Moreover, a study should be carried out to investigate the challenges facing police service delivery in Kenya.

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