

Influence of Motivation on Performance in the Public Security Sector with a Focus to the Police Force in Nairobi, Kenya

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Abstract

The central problem of this study is that despite the government reform efforts in the Security sector, performance has continued to deteriorate with criminal activities increasing by the day. Challenges leading to this dismal performance have not been adequately investigated and well understood, hence hindering performance by the security officers who play a critical role in security issues. The consideration of the relationship between motivation as the independent variable in this study and performance as the dependent variable was sought. To this end, the purpose of this study was to investigate the impact of motivation on performance in the public security sector in Nairobi County, Kenya. The unit of analysis was the regular police. The study used a mixed research design of exploratory, descriptive and quantitative designs with the list of regular police officers serving as the sampling frame. The questionnaire was used to gather relevant information from the respondents. Data collected was analyzed using both the descriptive and inferential statistics. The study established that there is a strong influence on performance of the regular police officers attributable to units of change in motivation . The study recommended that government and other concerned stakeholders should adequately motivate the police for improved performance / service delivery.

Key words: Performance , Motivation, Police , Challenge , Security

1.0 Introduction

1.1 Global Perspective of Performance in the Police force

With the increased complexity of the police role and the movement towards neighborhood policing, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining high quality personnel (Roberg and Kuykendall, 1997). Policing is no longer a “relatively simple task” (Goldstein, 1977, p. 284). Rather police officers’ roles in today’s democratic society are extremely significant and complex (Carter and Sapp, 1990).

They are called on to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community demands for safety (Travis, 1996) .

Out of all governmental operations, the police function is the most intimate – the daily, varied encounters between police officers and individuals, ranging from routine to traumatic experiences , represent the most visible and powerful interaction between the government and the public. If the police perform their role effectively, society benefits immeasurably and government scores high ; if the police perform their duties poorly, the damage to police confidence and democratic principles can be irreparable, (Goldstein, 1997).

Performance standards in the security sector are an area that attracts global concern. Several overseas states have developed different promising strategies and techniques to improve performance in the security sector even though the results have been minimum (Walker , 2004). Hence policing is a ripe area for research notes Braga, (2006)

Since the late 1970s, successive UK governments have placed significant emphasis on improving the operational effectiveness, efficiency and cost of delivery of UK public services which in the past has been a big issue of concern. Specifically the more business-like approach to public administration often referred to as new public management (NPM) has led to public service reforms that have focused on performance improvement and provision of better value for money (Pollitt and Bouckaert, 2000; Newman cited in McLaughlin, Osborne and Ferlie ,(Eds) 2002; Boyne, Martin and Walker, 2004). Within the UK police service such reforms have been duly undertaken and yet the application of NPM principles have not realized the key performance improvements that might have been anticipated (HM Treasury and Cabinet Office, 2004).

Reform efforts in Cape Verde, reveal that despite political stability and economic performance, there are reasons to fear an upsurge of violence, banditry and organised crime. The country's Island status has been both protective and a source of vulnerability. The major security challenge is transnational criminality; international alliances are therefore important notes (Handem, 2008). Its permanent structural difficulties: small size, the fact that its ten islands are widely dispersed; poverty and the states inability to meet its security needs on its own remain areas of concern.

Diage, (2008) noted that the challenges of security sector governance in Cape Verde include; ensuring the social reinsertion of citizens who have been repatriated from abroad, preventing and neutralising emerging threats, including drug trafficking, money laundering and the uncontrolled circulation of light weapons, introducing a more modern concept of security that focuses on its interdisciplinary and multidimensional nature, withdrawing state monopoly over the maintenance of internal security, implementing a system of internal security, within the framework of the ongoing reforms of the criminal code and the code of criminal procedure. Carter and Carter, (2009) points out the success of such reforms depends upon the level of motivation of the security officers. Restructuring the security forces could improve their operational capacity and prevent improper use of force and of corruption in the police. In particular, police structures have been poor hence hindering the police presence, this impacts negatively on their operational capacity posits Bryden, (2008) .

In neighboring Tanzania, during the elections in 2005, levels of crime and fear of crime rose throughout the country. Simultaneously, levels of public trust and confidence in the Police Force continued to drop. Areas of particular concern included increased road accidents, corruption, fraud, violence, terrorism and drug trafficking (Mwema, 2008). The widening economic divide in the country is likely to create a breeding ground for crime. These trends highlight the limitations of the current Police Force and make evident the pressing need for reform. There are several problems limiting effective performance in the Tanzanian Police Force that have to do with human resources motivation. The police reform agenda is in its infancy stage, therefore fast and swift changes are needed Mwema, (2008).

The issue of ethical conduct of the police has received a great deal of focus from International, regional and national organs interested in promoting performance in the police sector .A consensus has been developed world-wide over the importance of reforming the police sector to strengthen performance and improve on service delivery (Weisdurd ,2003). Such reforms are crucial in protecting public resources, enhancing performance and strengthening government's role in orchestrating development and providing necessary services at large (Muncie and Hudes, 2008).

The success and effectiveness of the police sector reforms rests on effective control over unethical practices. Compensate officers well and unethical trends will end Mwema (2008). At the core of the transformation is Human Resource Management (HRM), since the human motivation factor is key to various practices and roles of the police performance, (Maguire, 2007).

1.2 : Kenyan Perspective of Performance in the Police Force

Over the last decade a fair amount of donor-support research has been conducted with the view of increasing the capital base. However, academic research to inform government and other stakeholders on challenges facing performance in the police force has not been an area of significant concern (Osborne, 2010).

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).

An overview of the security situation in Kenya reveals several sophisticated and complex challenges that allow an in depth study on performance with a view to improving service delivery and performance as a whole. To compliment government efforts in provision of security and peace initiatives, non-state actors have taken a more active role Daily Nation-May, 24; 2011. These include private sector firms, civil society and faith-based organizations. Preaching peace, tranquillity and harmony have been the order of the day as can be echoed through the national anthem-*'may we dwell in unity, peace and liberty....'* Sad to mention that despite government efforts to reform the police force, criminal activities have been on the increase and it is feared the situation could get worse with the 'bigger EAC' unless performance in the security organ improves. At the core of such performance improvement is officers motivation (Lord, 2004).

Several criminal activities have been experienced in the past with culmination into the International Criminal Court (I.C.C) debate dubbed the 'Ocampo Six' Daily Nation, April 3rd; 2011. Key to this inquiry is the manner in which citizen security was handled. Conflicts and crimes experienced in the recent past include; cattle rustling, robbery with violence, ethnic clashes, election violence, cross border raids, carjacking, gender violence, money laundering and conflicts over resources, sea piracy, mushrooming of organised gangs and terrorist attacks. This study sought to examine the unique challenges to performance in the security sector in Nairobi County, which seems to have the highest level of criminal activities compared to other parts of the country.

2.0 : Statement of the Problem

Performance in the police force in Kenya has been deteriorating (Carter and Sapp, 1990). Every day, criminal activities are experienced. Post election violence and clashes for instance led to loss of lives (more than 1300 people died) Daily Nation April 3rd 2011, destruction of property and business buildings and food in the stores. 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, corruption is on the increase (<http://www.ieakenya.or.ke/publications>) as retrieved on June 12, 2011. There has been an increased wave of theft of cash on transit. Sea piracy is on the rise due to poor security systems. Cattle rustling and cross-border raids appear to be a life-long security challenge, (Kiraithe, 2011)

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. Development is challenged and slowed down by insecurity (Osborne 2010). On a more local level the societal equilibrium is destabilised, families lose bread winners; ethnic rivalry and enmity become a common phenomenon. Institutions and industries suffer instability leading to huge losses notes Brans and Vincke (1985).

The resultant poor performance in the police sector sticks out strongly and is distinct from any other poor performance in any other sector because lives, especially of those at their most productive stage, are lost, (Maguire 2007).

In an effort to perform their duties, the police is perceived by the society as being slow in responding to social ills, (Osborne, 2010) and not willing to offer free, fair and selfless service and sometimes seen to undertake inappropriate measures, hence defeating their primary objective-to maintain law and order to all without favouritism. This crisis in the security sector requires innovative solutions (Rainer, 1996).

Police and judicial reforms remain necessary in Kenya, and present a critical link to 'Vision 2030' realization. The way forward for police and judicial reforms lie largely in constitutional, legislative and performance reforms (<http://www.usalamaforum.org>) as retrieved on April 16, 2011. These are critical for public safety, law and order, and overall performance improvement in Kenya, (<http://www.ieakenya.or.ke/publications>) as retrieved on April 16, 2011. Yet little or no known research has been done to evaluate the position that paints the security organ as corrupt and poor performers. It is against this background that this inquiry sought to establish the impact of motivation on performance in the public security sector with a focus to the regular police force in Nairobi.

2.1: General Objective

To investigate how motivation influences performance in the public security sector with a focus to the police Force.

2. 1.1 :Specific Objectives

1. To investigate whether level of knowledge & skills possessed influence performance?
2. To investigate whether changes in the training curriculum influence performance?
3. To investigate whether the appraisal system influences performance?
4. To investigate whether Impact of training influence performance?
5. To investigate whether promotion opportunities influence performance?

3.0 Rationale of the study

The research aimed at establishing new data, new models, new interpretation as well as new frontiers of knowledge that would help government and policy makers in reforming the security sector hence improve service delivery and performance. Due to questionable performance standards in the security sector lives are lost (Kiraithe, 2011). This has an impact both to government and the general society. The government loses tax payers and proficient workforce; families lose bread winners, while theft of cash and goods in transit and piracy leads to immense financial challenges to institutions.

Post election violence and clashes for instance led to destruction of lives, property and destruction of buildings and stored food. Overall impact is increased poverty which retards the realization of the Millennium Development Goals on a more global perspective. This becomes a challenge to the attainment of the three pillars of Vision 2030-Economic, Social and Political on a national basis. Security sticks out as a key antecedent to the achievement of the three pillars of Vision 2030. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment.

Aligning itself to Vision 2030, Nairobi aspires to be a capital city firmly interconnected through a network of roads, railways, ports, airports, waterways and telecommunication (Molm, 1997). With this kind of expansion, come new security challenges hence the need for review of performance in the security sector. Regionally; investors are discouraged, tourists shy away and this in turn eats into the country's economic basket. This underscores the urgent need for research to explore challenges to performance in the security sector.

Specifically, the study will benefit the following ;

Policy makers : The government, the International Community and other concerned stakeholders will utilise the knowledge gained from this in assisting by developing programmes that will address challenges affecting police performance. Strategies formulated will be aimed at motivating the officers . Government and policy makers will use the findings in reforming the security sector, address and mitigate challenges contributing to the current poor performance hence improve service delivery and performance.

Regular Police Officers: Both existing and potential officers will benefit from the findings of this study since they will use it understanding the dynamics and mitigation of performance challenges.

Researchers and Scholars: The study will make empirical contribution to the field of performance and particularly performance in the security sector.

4.0 : Theoretical review

This study adopted Abraham's Maslow's Hierarchy of Need Model.

Abraham Maslow's Hierarchy of Needs Motivational Model

Maslow's ideas surrounding the Hierarchy of Needs concern the responsibility of employers to provide a workplace environment that encourages employees to fulfil their own unique potential (self-actualization). These concerns are more relevant today than ever.

Every person is motivated by needs. The most basic needs are inborn. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate employees. Motivation has a direct relationship with performance (Waretho, 2004).

Maslow's Hierarchy of Needs states that each need must be satisfied in turn, starting with the lower level, that deals with the most obvious needs for survival (Maslow, 1982). Only when the lower order needs of physical and emotional well-being are satisfied do employees get concerned with the higher order needs of influence and personal development, (Waretho, 2004). Conversely, if the things that satisfy the lower order needs are swept away, employees cease to be concerned about the maintenance of higher order needs and end in frustration regression.

Maslow's concept of self-actualisation relates directly to the present day challenges and opportunities for employers and organisations - to provide real meaning, purpose and true personal development for their employees for life - not just for work, (Zaccaro, 2001). Maslow saw the fact that employees have a basic human need and a right to strive for self-actualisation, just as much as the corporate directors and owners do. Increasingly, the successful organisations and employers were those who genuinely cared about, understood, encouraged and enabled their people's personal growth towards self-actualisation - way beyond traditional work-related training and development, and of course way beyond old-style X-Theory management autocracy, which still forms the basis of much organised employment today.

The best modern employers and organisations are beginning to learn at last: that sustainable success is built on a serious and compassionate commitment to helping people identify, pursue and reach their own personal unique potential notes Densten (2003). The best modern employers recognise this and as such offer development support to their staff in any direction whatsoever that the person seeks to grow and become more fulfilled, since this is the platform of great performance (Densten 2003).

5.0: Empirical Review

Operation police work is seldom performed under the watchful eyes of a supervisor and a great reliance is placed on the high levels of motivation and professionalism of individual officers. Beck, 1999; Brunetto & Farr-Wharton, 2002; Howard, Donofrio & Boles, 2002). Highly motivated officers produce better outcomes (Whisenand & Rush, 1998; Hertzberg 2003). It is important that managers understand factors that impact on motivation and this ought to be current. There is currently a dearth of information on factors that currently motivate or demotivate police in their workplace (Beck, 1999; Bragg, 2003; Howard, Donofrio & Boles, 2002). A number of researchers have researched specific elements that motivate officers in performing their duties. These elements include: enjoy the work, enjoy using skills, a sense of accomplishment, a chance to be creative, training (Lord 2004), financial reasons, the work itself, work ethics, promotion (Higgs, Mein, Ferrie, Hyde & Narzroo, 2003) better physical conditions (Leviatan, 1992). A Canadian study of work/Canadian 2006/2007 demonstrated that clear communication between supervisor and employee was part of a relationship that positively motivated workers of all ages to perform their work well (Canadian HR Reporter, 2007).

Bateman and Organ (1983) in their study in Indiana found that police officers have relatively low levels of commitment due to demotivation which leads to poor performance. The dynamic nature of today's workplace requires managers to be skilled in change management and to move from a traditional managers' role to that of a leader (Cole, 2001; MacDonald, 2001; Swanson, Terito & Taylor, 2001).

Leaders have the capacity to maximize their output by motivating employees. (Cole,2001; MacDonald, 2001; Swanson, Terito & Taylor,2001).To maintain this motivation in an environment that is continually changing leaders must possess a good appreciation of the factors that lead motivation among staff (Costa ,2003).

6.0 : Summary and Research Gaps

A lot has been written on performance and especially the measurement aspect of it in developed and developing countries outside Africa. Good performance in the security sector creates stability for economic growth and therefore ignoring such a key area would undermine development. The literature review suggested that there is limited empirical research on organizational performance in the public security sector and more so, the police and what there is only covers the constable level and is mainly on performance measurement in other institutions rather than the police (Kakar, 1998; Reiner 1998). Gaps identified:

i) The literature review on the government initiative on police reforms showed research was done to establish *what* was not being done well by the police as a whole department but not *why* the work was not being done well, hence the *why* of poor performance in the security sector remains an area of concern(Liker and Meier 2006; Kumar et al, 2000; Lehman, Farabee, Holcom and Simpson 1995) . The study seeks to establish the *why* of poor performance .

iii) Globally there were no clear records available on studies to show challenges of performance in the police force in Nairobi ,Kenya. There were no records to show the influence of motivation.

7.0 : Methodology of the Study

The study adopted an exploratory approach using a descriptive survey design, which ensured ease in understanding the current status with insight and ideas about the area of study (Kendra, 2009). The descriptive approach has enough provision for protection of bias and maximized reliability . Descriptive design uses a preplanned design for analysis (Mugenda and Mugenda 2003) . The area of investigation is new and this study needed to do an exploration so as to learn something about the dilemma facing the security sector (Cooper and Schinder, 2003). Using stratified and simple random sampling 150 police officers were selected representing 10% of the total population. Therefore the study targeted 1500 regular police officers in Nairobi County. A sample of 150 was selected and administered with questionnaires where 148 responded positively. Returned questionnaires were checked for plausibility, integrity and completeness to ensure validity. Cronbach's Alpha was used to check the reliability. Statistical Package for Social Science (SPSS) was used to screen, code and capture the data. Regression analysis was computed so as to determine the relationship between motivation and performance .

8.0: Findings and discussion

Table 1.1;The extent of satisfaction of constructs of Motivation

	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
Level of knowledge & Skills Possessed	4.1	11.5	26.4	47.3	10.8
Impact of training	10.8	20.3	16.2	40.5	12.2
Changes in training Curriculum	15.5	22.3	22.3	25	14.9
Appraisal System in place	23	36.5	16.2	19.6	4.7
Promotion Opportunities	39.2	35.1	8.1	12.8	4.7
Salary scheme/Compensation	37.8	37.2	13.5	9.5	2
Overall reforms	22.3	25.7	26.6	23.6	6.8

The findings show that officers are most dissatisfied with the salary scheme, followed by promotion opportunities, then the appraisal system in place, followed by the reforms. This is followed by the changes in the curriculum, then the impact of training and finally the level of knowledge and skills. Findings agree with (Uronu, 2011) who found that salary influences motivation the most.

8.1: Correlation

The correlation technique was used to analysis the degree of relationship between the variables motivation and performance. The computation gave the Pearson Moment correlation coefficient r of 0.508 signifying a positive relationship between motivation and performance. This means an increase in motivation will lead to an increase in performance and a decrease in motivation will lead to decrease in performance (Kothari 2008).

The test of significance revealed the p - value of 0.000 which is less than the level of significance of 0.05, hence the test is statistically significant. Findings of this study agree with those of other scholars. Whisenand & Rus, 1998; Hertzberg, (2003) in their study on Australian police officers found out that highly motivated workers produce better outcomes. Whisenand & Rush, (1998); Hertzberg, (2003) concluded that it is important that police officers are motivated to provide quality services to the community they serve.

8.2: Regression Analysis

The coefficient of determination R^2 explains the extent to which variations in the dependent variable performance can be explained/predicted by the changes in the independent variable, motivation. The R^2 in linear regression relationship also tells how the regression line fits the data. The regression gave a calculated R value of 0.508 and $R^2=0.258$ which means that 25.8% of the corresponding variation in performance can be explained by changes in motivation. It is an important indicator of the predictive accuracy of the model equation fitted as shown below;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where Y = Performance ; β_0 = Constant ; X_1 = Motivation;
 e = Uncontrolled factors /Experimental errors ; β_1 = Is the model parameter

Tests in table 1.2 on the constant revealed that the constant is significant implying officers have to perform their duties even when motivation is absent. This is explained by the fact that this is a disciplined force and so orders must be followed and all officers are accountable for how the day is spent. This is also attributed to the sensitivity of security matters, hence at the lowest level of motivation it is still paramount that officers work.

Naff and Crum (1999) using Perry's (1990) model, however, discovered that there was a 23% positive differentiation in performance from those workers with high levels of motivation compared to those with lower performance in the Queensland Police. Uronu, (2011) notes motivated employees can help make an organization become competitive, add more value and become more profitable.

Table 1.2 : Model Summary of Motivation / Performance

Model	R	R Square	Std. Error of the Estimate
1	.508(a)	.258	5.1705709

a Predictors: (Constant), Motivation

Further tests on the beta coefficient of the resulting model suggested $\beta=0.706$ which is significantly different from 0 at p - value of 0.0 which is less than the level of significance of 0.05. The implication is that the coefficient β of the resulting model is significant. The constant $\alpha=10.257$ at the test of significance p - value of 0.00 is less than the level of significance of 0.05. This means that the constant in the resulting model is significant. The implication is that the model fits the data/goodness of fit. The model performance $=\beta$ (motivation) holds as suggested by the tests above. This confirms that there is a positive linear relationship between performance and motivation in the police force.

Coefficients

Model		B	Std. Error	t	Sig.
1	(Constant)	10.257	1.135	9.041	.000
	Motivation	.706	.099	7.120	.000

a Dependent Variable: PERFORMANCE

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1355.309	1	1355.309	50.695	.000(a)
	Residual	3903.281	146	26.735		
	Total	5258.590	147			

a Predictors: (Constant), Motivation

b Dependent Variable: PERFORMANCE

9.0: Summary of findings

In which way does motivation influence performance in the police force?

The findings of this study suggested that motivation of the police officers positively influences their performance. Twenty five decimal eight per centum (25.8%) of the corresponding change in performance can be explained/predicted by changes in motivation with the constant. Motivation strategies put in place, will lead to high performance which in the long run impacts on the security situation as a whole.

10.0 : Conclusion

Based on the research findings it is logical to conclude that performance in the police force can be improved and with time meet the satisfaction of the customers. It is logical to articulate that the current phenomenon of poor performance of the police force can be reversed if the government and other stakeholders ensure that the police are sufficiently motivated. The police must also be willing to change and have the necessary capabilities. The police must also be aware of the antecedents of performance and how they impact on performances in order to embrace positive change.

11.0 : Recommendations

The study justifies that with proper motivation strategies in place, this can help eliminate assumptions, misconceptions, misjudgements and the gross negative perception about performance in the police force. Specifically, the study recommends: The government of Kenya, policy makers, the International community and other stakeholders with interest in security matters should pay attention on measures that ensure proper performance within the police organ in Kenya.

Regular police officers require motivation in order to dispense their duties well. Motivation as illustrated in the literature review and in the study findings has a direct link with performance. When the officers are motivated, they are happy and therefore work well. Particularly reward and compensation, review of the training curriculum to be aligned with requisite multiple practical skills, the appraisal system needs a review so that this is accomplished on meritocracy and on promotion opportunities there is need for fairness and equal treatment on promotion and ongoing police reforms. The reforms need to happen at a much faster speed in order to improve on performance. There is need for increased and improved housing facilities in the police organ to avoid officers sharing houses. Good pay will reduce unethical behaviour like corruption among the police, but when they are underpaid they must find other ways of raising money to meet their family obligations in this era of inflation.

12.0 : Areas for Further Research

Due to financial constraints, this study could not exhaust all the challenges officers are faced with in performing their duties. Research should be conducted to establish other factors that influence performance since those covered in this study account for 25.8 % only. Such a research should be conducted in other counties to establish their unique challenges so that harmonization can be realized. This study focused on the regular police force, more research is required for the security organs like the army among others.

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