

ROLE OF EMPLOYEE WELFARE SERVICES ON PERFORMANCE OF THE NATIONAL POLICE SERVICE IN KENYA: A CASE OF KISII CENTRAL DISTRICT

MS. NYAMWAMU, WILTER BOSIBORI-
NATIONAL POLICE SERVICE

MR. ATAMBO, WALLACE NYAKUNDI-
MOHEST
(*atambonyakundi@yahoo.com*)

DR. MUNENE, CHARLES-
LECTURER, JKUAT

DR. OKIBO, WALTER-
LECTURER, JKUAT

ABSTRACT

Many organizations in Kenya are increasingly providing employee welfare services as a form of improving the productivity of employees at the workplace. However, the police department in Kenya has not been able to make substantial improvement in the terms and conditions of service, provision of welfare services and security to police officers and their families. Despite this, the police service has to promote the welfare of the society by creating the conditions in which people can live and pursue their own affairs without interference. It was on this basis that the study sought to assess the role of employee welfare services on the performance of the national police service in Kisii central district. The study was based on the functional theory of labour welfare which suggests that welfare can be used to secure, preserve and develop efficiency and productivity of labour. The study employed a descriptive survey design. The study targeted a population of 382 respondents consisting of 2 top managers, 40 middle-level managers, 40 lower level managers, 200 general duty officers, 30 clerical officers, 40 special duty officers and 30 drivers. Stratified sampling was used to select a sample size of 115 respondents consisting of 1 top manager, 12 middle-level managers, 12 lower level managers, 60 general duty officers, 9 clerical officers, 12 special duty officers and 9 drivers in Kisii Central District. Self administered structured questionnaires and interviews were used to collect data. Descriptive statistics such as frequencies, weighted averages and percentages were used to analyze data. The study established that there were no proper systems of employee welfare services in Kisii central district, and those that exist were not properly implemented although they played a major role on the performance of the national police service and it therefore posed challenges on service delivery. The paper therefore recommended for a similar study to be conducted in the national police service in other districts in Kenya to compare the findings.

Key words: Employee welfare service, national police service and performance.

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AP	Administration Police
CBD	Central Business District
CIP	Chief Inspector
CPL	Corporal
DAPC	District Administration Police Commander
GPA	Group Personal Accident
HR	Human Resource
HRD	Human Resource and Development
HIV	Human Immunodeficiency Virus
IP	Inspector
ILO	International Labor Organization
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KCD	Kisii Central District
KIE	Kenya Institute of Education
KP	Kenya Police
OSHA	Occupational Safety and Health Act
OCPD	Officer Commanding Police Division
PC	Police Constable
ROK	Republic of Kenya
SGT	Sergeant
S/SGT	Senior Sergeant
SP	Superintendent
US	United States

INTRODUCTION

Provision of employee welfare services in 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. According to a study conducted in the United States of America on officers under stress reveals that the police work often exposes officers to stress or trauma which may affect their ability to perform effectively (Moss, 1999). This impact of stress or exposure to traumatic incidents shows that there has been a growing concern about the potential risks posed by the police officers whose psychological well being has been affected by their work thus the need to assess and support officers who have been involved in critical incidents through provisions of employee welfare services in ensuring that they are fit for service.

In Africa, the role of employee welfare services on the performance of police officers is a subject of great concern. For instance, in Nigeria incidents of neglect of welfare services of police officers in the country has been reported due to the absence of a comprehensive and sustainable welfare policy, inadequate and improper budgetary allocations by the government and corruption both in the budgeting and expenditure processes, making the performance of the Nigerian police force personnel to remain sub-optimal as their welfare is not given due attention (Alemika, 2008). In Ghana, studies have shown that currently 25% of

police officers are not housed at all, contrary to Ghana's conditions of service. Out of the 75% who reside in police accommodation only half have decent accommodation. The rest live in uncompleted buildings, offices, garages, and dilapidated buildings (Quaye, 2009). It has also been reported that in India the police department is neglected and it needs sufficient budgetary allocations by the government so as to provide essential facilities and welfare services for effective policing (Ankita, 2010). However, provision of welfare facilities in India has been made obligatory especially the recreational facilities for employees to stem out the problem of lack of commitment on the part of the workers thereby improving their productivity which is possible with the satisfaction of labour (Manju and Mishra, 2007).

In Kenya, the police department is a law enforcement agent in the country which ensures that law and order is maintained, citizens' lives and properties are protected. However, a study conducted by Philip Ransley in 2009 reveals that serious problems ranging from poor working conditions and lack of employee 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 crime committed nowadays like cyber crime, drugs and arms trafficking, terrorism and marine piracy (Republic of Kenya, 2009). Efforts by the government, private sector and other stakeholders to eliminate occupational accidents and injuries through sound health and safety has been very difficult due to various challenges facing the Occupational Health Standards scheme such as the managements' commitment and welfare services are poor in the developing countries (Morwabe, 2009). The experiences in the police service in Kisii central district reveals scarcity of welfare services and most stations lack basic lighting, water, proper ventilation, housing, offices and equipment for policing purposes among other facilities which form major components of employee welfare service (Republic of Kenya, 2011). This could pose serious threats to security, stability, and development in Kenya (Republic of Kenya, 2009). Therefore the study sought to inform stakeholders on the role of employee welfare services on performance of the police service and if recommendations are implemented may help improve performance of the service and ensure that the public benefits from a safe and secure environment for them to conduct their daily business with success.

The problem being addressed by this paper is that the provision of employee welfare services affects performance of police officers in an attempt to manage crime as their performance depend upon the physical and mental capabilities which in turn is attributed to the various factors such as decent working and living conditions, education, health, hygiene and sanitation. As a result many officers are vulnerable to high risk of various kinds for example sustaining injuries during police operations, a high rise of killings from fellow officers and suicidal incidents attributed to poor working conditions, tooling, long working hours and lack of counseling. Ransley (2009) further suggests that the absence of a comprehensive and sustainable welfare policy in Kenya has contributed to the unsatisfactory provision of welfare services, terms and conditions of service, poor morale, poor performance by the police and lack of professionalism (Republic of Kenya, 2009). Based on the prevailing situation, the paper attempts to assess the role of employee welfare services on performance of the national police service in Kisii central district with specific reference to health services.

The main objective is to explore the role of health services on the performance of the national police service in Kisii central district. The paper attempts to answer the study question: What is the of role of health services on the performance of the national police service in Kisii central district? The purpose of the paper

is to provide enrichment to the existing body of knowledge to enable the government, policy makers and other stakeholders make informed and evidence based decision on the issues surrounding welfare services available in the national police service and the perceived implication on performance. It is an opportunity for better and informed decisions by the government, policy makers and other stakeholders on the issues surrounding various welfare services available in the national police service and the implication on performance.

LITERATURE REVIEW

Conceptual Framework

Onen and Oso (2009) note that a conceptual framework is a diagrammatic presentation of a theory and that its presented as a model when research variables and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent, intervening and dependent variables. The conceptual framework was therefore a scheme of concepts which the study used in order to achieve the set objective. In the conceptual framework depicted in figure 1, welfare services were hypothesized to influence performance. Welfare service was defined as the provision of health services (counseling services and medical care). The framework suggested that the welfare services in the police service directly affect the performance of the police officers in terms of records of all incidents attended, crime rate and customer satisfaction, response to emergencies, law and enforcement of safety measures.

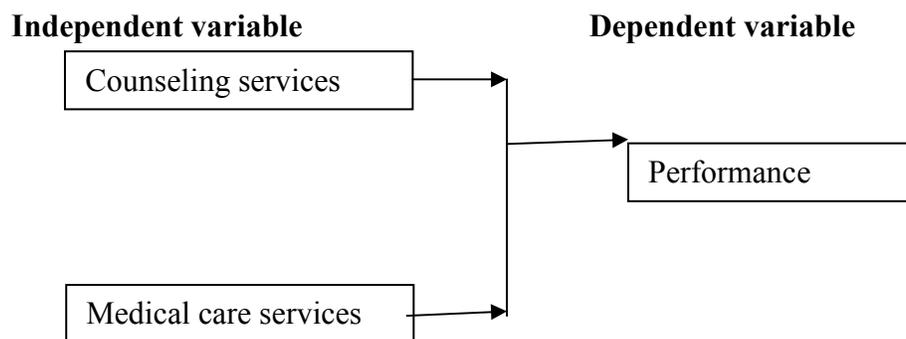


Figure 1: The Study Conceptual Framework

Theoretical Framework

The study adopted the functional theory of labor welfare which is also known as the efficiency theory which suggest that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labor (Manju and Mishra, 2007). The theory states that if an employer takes good care of his work force, they will tend to be more efficient by improving production and that programmes for housing, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase the efficiency of workers in underdeveloped countries. The theory was helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. The theory was adopted in the study since welfare services affect performance of any labour force. The study therefore sought to assess the role of employee welfare services on performance of the national police service in Kisii central district.

Role of Employee Welfare Services

The concept of employee welfare has been used by many organizations as a strategy of improving productivity of employees especially in the mobile industry since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini and Gwandure, 2011).

Priti (2009) argues that the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee. Despite this, Mwiti (2007) points out that naturally welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, high or low labour turnover. The police service provides essential service to the public in Kenya and thus their labour welfare activities need to address the same.

It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Manzini and Gwandure, 2011). Welfare services may be provided for matters concerning employees in terms of supplementing the income of the workers by providing services such as housing, medical assistance, canteens and recreation facilities (Mishra and Manju (2007). Further, welfare facilities help in raising employees' standards of living. This makes workers to pay more attention towards work and thus increases their productivity and foster better industrial relations, help organizations' visibility and popularity (Priti, 2009). The Police Service Commission should develop appropriate employee welfare structures and benefits for the police to enhance their job satisfaction as well as organizational efficiency in the police service (Alemika, 2008).

The Concept of Employee Welfare Services and Facilities

Historically employee welfare services were meant to reduce absenteeism and time off due to illness. However, today they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the work place (Manzini and Gwandure, 2011). Logically, the provision of welfare schemes is to create an efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living (Priti, 2009). Employee welfare is a comprehensive term which refers to the various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees and to keep them happy and contented (Mishra and Manju, 2007). The success of these employee welfare activities depend on the approach which has been taken to account in providing such activities to employees and welfare policy should be guided by idealistic morale and human value and such services include the provision of medical facilities, sanitary and the accommodation of workers employed, amenities and industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counseling services (Harika, 2010). Morwabe (2009) argues that work environment should comprise of issues such as the working hours, employment policy, workers' health and welfare, workplace design and the general conduct of workers at the workplace. Labour welfare activities in both developed and developing society have an impact not only on the workforce but also on the facets of human resources (Manju and Mishra, 2007). These services may be provided by the government, trade unions and non-governmental agencies (Ankita, 2010).

The International Labour Organization (ILO) broadly classifies welfare services into two; intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. Extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work (Manju and Mishra, 2007). They may also be divided into statutory and voluntary welfare services which comprise the legal provision in various pieces of labour legislation and activities which are undertaken by employees for their workers voluntarily respectively (Ankita, 2010).

In Kenya, the Occupational Safety and Health Act, 2007 provides the guidelines for safety, health and welfare of workers and all persons lawfully present at workplaces (Republic of Kenya, 2007). However, one of the most prominent criticisms of the public sector especially the human resource management has been that the police recruitment and training processes have been focused on quantity rather than quality (Republic of Kenya, 2003). There is need therefore to improve the professional skills, leadership capability and raise the literacy rate within the police through provision of employee welfare services such as education and training. Roy, Jack and Crank (2007) argue that continuing training helps police officers, detectives, and special agents improve their job performance and many agencies pay all or part of the tuition for officers to work towards degrees in criminal justice, police science, administration of justice, or public administration, and pay higher salaries to those who earn such a degree. Mwiti (2007) noticed the need for effective welfare services in Kenyan parastatals for the well being of the employees and the entire citizenry and he further argues that employees spend most of their active time at work therefore the personal and occupational problems should be solved at the workplace.

Health services

Health services included medical care and counseling services as part of employee welfare services.

(i) Medical Care Services

Armstrong (2006) argues that medical services aim to provide help to employees who get absent from work for long periods because of illness related issues. They should aim to speed the return of employee to work. Visits should be made by the managers or specialized full-or part-time sick visitor with the aim of showing employees that their firm and colleagues are concerned about their welfare and also to alleviate any loneliness they may feel. It is argued that sickness brought about by HIV and AIDS can affect an employees' performance. The loss of workers and productive time cannot be separated from other impacts such as loss of morale and increased costs. Health care costs, paid sick leave and funeral costs also add to the financial burden in dealing with HIV/AIDS. The police forces may be particularly at risk of these impacts because of the generous provision of such benefits. The obvious impact of these increased costs is that the budget for the police force will be stretched with less money available for regular training, investment, infrastructure, and equipment (Pearce, 2007). The provision of medical facilities in such cases in any organization could reduce the incidences of HIV/Aids and other illnesses among the employees (Manzini and Gwandure, 2011).

(ii) Counseling Services

Armstrong (2006) argues that organizations such as the Health and Safety Executive have identified stress, anxiety and depression as among the most commonly reported illness. Stress brought about

through work intensification and conflicts between home and work is related to the risks of disease and ill-health. For instance, a study on police suicide in America found out that the police were eight times more likely to commit suicide than to be killed in a homicide and three times more likely to commit suicide than to die in job-related accidents. This shows suicide has become the most dreaded result of a police officer under stress and other problems associated with the job (Roy, Jack, and Crank, 2007). This reaffirms that the cost of stress is huge if not controlled both to the individual and to the employer. Kibet (2010) argues that the police officers in Kenya have the highest suicidal and divorce rates in the country which is a warning signal for unseen problems that are not being addressed and that in the recent past, cases of police officers killing themselves or killing their senior officers. unearth the level of stress and anxiety in the police services. Manzini and Gwandure (2011) point out that employees in the mobile industry like the soldiers and police officers experience emotional, social, political, and economic and work related problems for which they need employee welfare programmes to cushion them against such adversity. It has been argued that the police officers in Kenya have the highest suicidal and divorce rates in the country which is a warning signal for unseen problems that are not being addressed. However, this can further lead to suppressed emotions that later develop other stress related disorders such as frustration at work which can lead to substance abuse or domestic violence and an employee can comfort himself in drugs and alcohol or vent their hunger on their family. Such behavioural problems could be reduced through the provision of employee welfare services in an organization (Kibet, 2010).

Welfare Services and Benefits in other Countries

The police services in Botswana, Sweden and the United Kingdom are professional, effective and competitive. This is attributed to the entry requirements into the service and the trainings received. Their entry requirement is equivalent to all cadres in the public service and demands even higher levels of integrity and scrutiny (Republic of Kenya, 2009). However, Roy, Jack, and Crank (2007) observe that higher education is not the same as technical training and that early programs in America seemed to focus on technical police training rather than academics. Consequently, in the late 1960s and the early 1970s, the programs began to widen their focus to more academically based education and even colleges across the country responded by adding criminal justice courses to the curriculum with a view of improving police performance. In Hong Kong, welfare services provide support services to operational units in terms of provision of good conditions of service, welfare matters and staff relations (Republic of Kenya, 2010). However, a study conducted in Bangladesh by Abu (2000) indicates that poor facilities and lack of effective transparency and accountability procedures lead to a high level of corruption. The study further revealed that crime was increasing and the expectations of the society from the police were high but the police status and resources were poor, forensic science facilities outdated and inadequate coupled with poor working and living conditions. This reaffirms that the provision of welfare services has remained elusive in many less developed countries.

The Relationship Between Employee Welfare Services and Performance

Roy, Jack, and Crank, (2007) argue that studies conducted in America have over the years examined police stressors. Stressors have been found to be the inherent nature of police work and they include killing someone in the line of duty, court practices, shift of work, and lack of support from administration and negative media coverage which affects performance of police officers. Therefore a calling for preventive health measures to reduce long term health care costs, employee stress both on and off the job and excessive

absenteeism. Armstrong (2006) notes that welfare services cannot increase individual productivity, but can help to minimize decreases. Kibet (2010) also observes that a police service reputation can be used to provide security, peaceful environment for citizens to live and work in and stimulate social, economic and political development.

Armstrong (2006) further asserts that employee welfare services increase the loyalty and motivation of employees. Provision of employee welfare services rests mainly on the aspect of the social responsibility of organizations since the workers' whole life centers on the employer. Stevenson (2002) notes that compensation is a significant issue for the design of work systems and that it is important for organizations to develop suitable compensation plans for their employees in order to attract and hold competent employees. However, if they are too high, the increased costs may result in lower profits or force the organization to increase prices which might adversely affect the demand for the organization's services. Police performance in Kenya is inhibited by lack of well constructed and planned facilities to undertake policing work such as offices, housing, protective clothing, equipment like bullet-proof vests are rarely used especially when dealing with public disorder policing and other type of welfare services are in short supply or outdated in terms of the tooling and technological capacity which range from the 1960s and 1970s (Republic of Kenya, 2010). Ransley (2009) observes that members of the public place part of the blame for deterioration in the security situation increase in crime and personal safety on the shoulders of the police. However, Kibet (2010) argues that police officers are worried of their nature of work and the resulting stress may arise from work and their concerns about security, money, health and relationships with others resulting in decreased productivity. It is against this backdrop that issues affecting the persons entrusted with the responsibility of enforcement of law and order in the country must be addressed through provision of welfare services in order to improve their performance.

RESEARCH METHODOLOGY

Research Design

The study employed a descriptive survey research design. A survey research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes and values (Mugenda and Mugenda, 2003). Descriptive survey research design is the systematic collection of data in standardized form from an identifiable population or representative (Oso and Onen, 2009). This design was adopted for this study because it intensively described and analyzed the role of employee welfare services on performance of the National Police Service in Kisii central district and generalized the findings to other parts of the country.

Study Area

The study was carried out in Kisii central district, Kenya. According to Republic of Kenya (2009), Kisii central district has got one police station, four police posts, eight administration police posts, one law court, and one prison with an area of 237.3 square kilometers. Kisii central district is divided into three administrative units namely Keumbu, Mosochi and Kiogoro divisions. The study area was selected since it was accessible and it comprised both Kenya Police and Administration police officers which will give an insight of the National Police Service in Kenya. All the stations in each department were visited during data collection.

Target Population, Sample Size and Sampling Procedure

According to Mugenda and Mugenda (2003), target population is the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research. The study

targeted a population of 382 comprising of 115 officers including 2 top managers, 40 middle-level managers, 40 lower level managers, 200 general duty officers, 30 clerical officers, 40 special duty officers and 30 drivers. Out of this population a sample of 115 respondents was obtained through stratified random sampling. Mugenda and Mugenda (2003) observe that 30% of the target population is a good representation of the study.

Data Collection:

Both structured questionnaires and an interview schedule were used to collect data from the field (Kombo and Tromp, 2006 and Mugenda and Mugenda, 2003). The questionnaires were used items on a likert scale.

Data Analysis and Presentation

Data was analyzed and interpreted using descriptive statistical techniques such as frequencies, percentages and weighted averages given by $\sum fiw_i \div \sum f_i$ where,

f_i = frequency, w_i = weights and i = number of columns.

Descriptive statistics according to Mugenda and Mugenda (2003) includes the statistical procedures that produce indices that summarize data and describes the sample. Presentation of data was done by the use of charts and tables.

DATA ANALYSIS AND FINDINGS

Demographic Information

The response rate of 73.04 percent was considered adequate enough for the study, giving 64 percent male and 36 percent female.

The study sought to determine the age of the respondents. The results were summarized in figure 4.1.

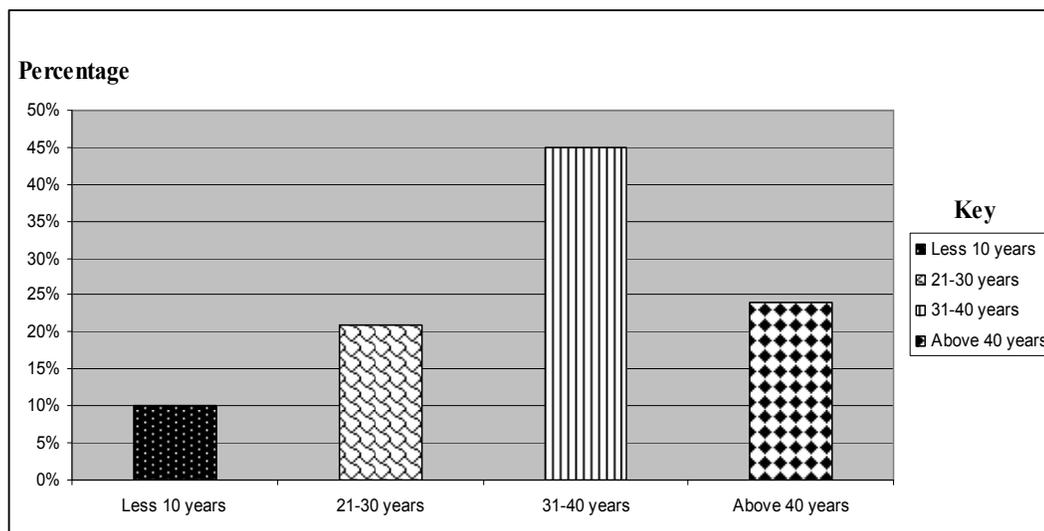


Figure 4.1: Age of Respondents

The findings of the study showed that majority of the police personnel were mature with the age bracket of 31-40 years and a proportion of 45% as depicted in figure 4.1. Those who were less 20 years of age were the least with a proportion of 10%.

Level of Education of Respondents

The study sought to establish the level of education attained by the respondents. The results were as summarized in figure 4.2.

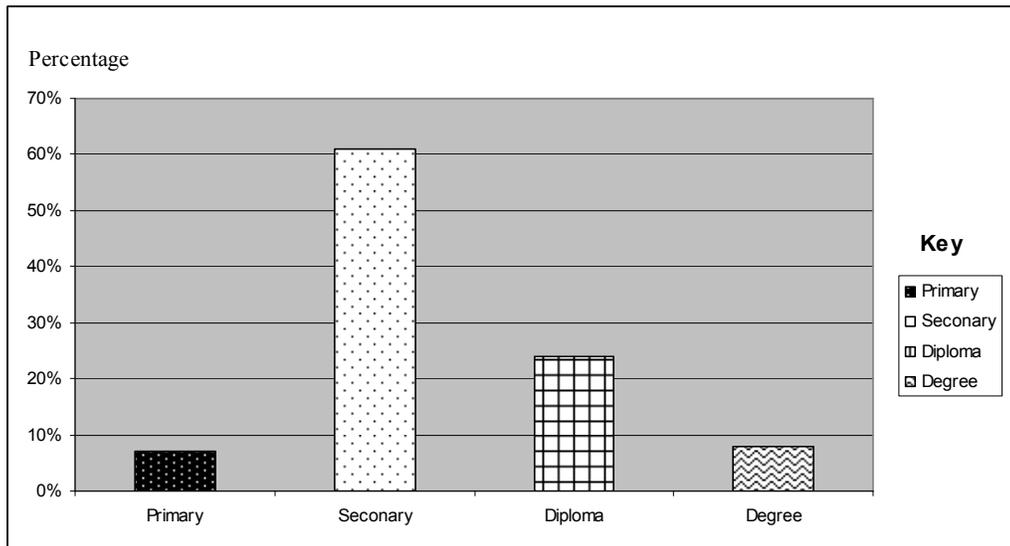


Figure 4.2: Level of Education of Respondents

The findings showed that the majority of the respondents (61%) had secondary education, followed by diploma holders (24%). Those with primary and degree education were 7% respectively. General duty officers were the majority in all the levels of education as illustrated in figure 4.2.

Department of Respondents

The findings revealed that majority of the respondents were from the department of administration police (65%) whereas 35% of the respondents were from the department of Kenya police. In both the departments, the general duty officers were the majority and therefore formed a large proportion of the respondents.

Period of service of Respondents

The study sought to establish the length of period the respondents had served in the national police service. The outcomes were summarized in figure 4.3.

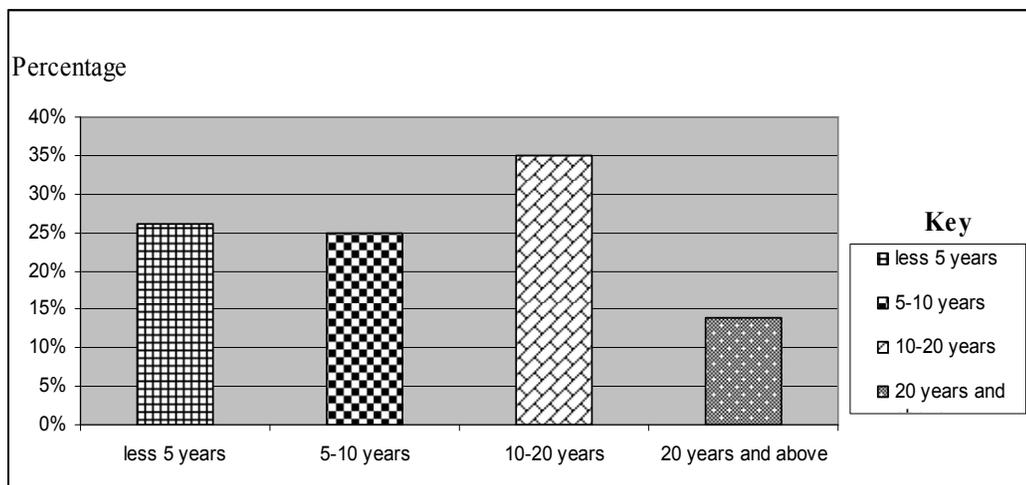


Figure 4.3: Period of Service of Respondents

The findings show that the majority of the respondents (35%) had served in the national police service for a period of between 10-20 years while 26% of the respondents had served for less than 5 years followed by 25% of whom having served for a period of between 5 -10years. The least were those who had served for a period of 20 years and above forming a proportion of 14% as illustrated in figure 4.3.

Designation of Respondents

The study sought to determine the current designation of the respondents. The responses were as summarized in figure 4.4.

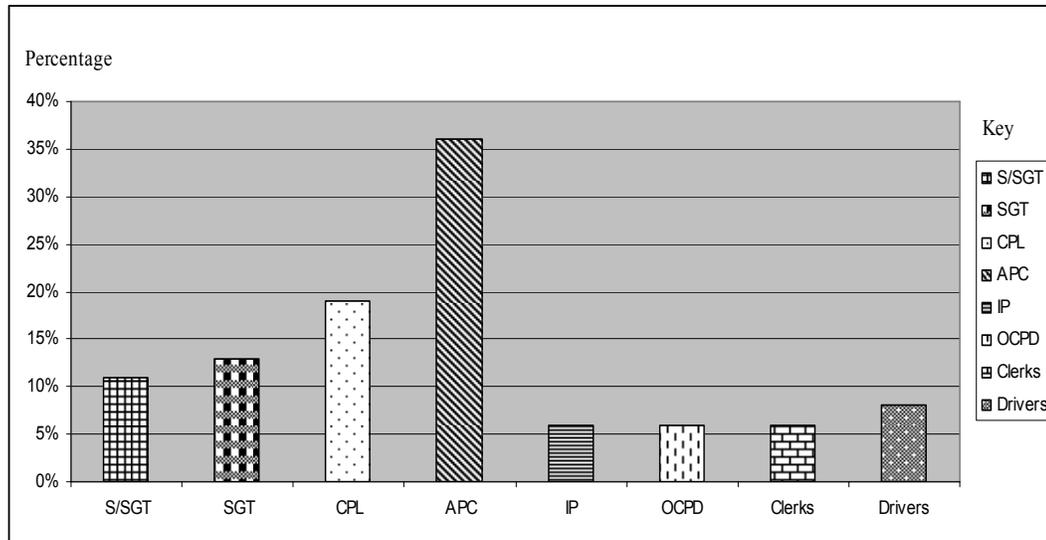


Figure 4.4: Designation of Respondents

The results show that the majority of the respondents had a designation of police constable as indicated by the highest percentage of 36 while a smaller proportion having the designation of officer commanding police division (OCPD) as indicated in figure 4.4.

Role of Welfare services

The overall objective was to assess the role of employee welfare services on the performance of the national police service in Kisii central district. The study sought to determine the extent to which respondents considered welfare services played a role in their performance as police officers. The responses by the various categories of respondents were as follows.

Response on Welfare Services by Management

The responses by the top, middle and lower level management on the role of employee welfare services on the performance of the national police service were as summarized in table 4.1.

Table 4.1 Response on Welfare Services by Management

Welfare service	Strongly agree	Agree	Uncertain	Dis-agree	Strongly disagree	$\sum fi$	$\sum fiwi$	$\frac{\sum fwi}{\sum fi}$
	5	4	3	2	1			
Medical aid and care facilities enhance performance of duties	2	7	2	0	1	12	43	3.58
Counseling services provided enhance productivity	3	5	2	2	0	12	45	3.75
	5	12	4	2	1	24	88	3.67
TOTAL								

The findings show that welfare services play a role on the performance of police officers as indicated by the overall weighted average of 3.67 Table 4.1 shows that the management was in agreement that welfare services play a role on the performance of police officers. It shows that counseling and social services provided play a major role in improving the officers' skills in service delivery as indicated by the weighted average of 3.75. Studies in Africa have also shown that welfare services play a role on the performance of police officers (Manzini and Gwandure 2011).

Response on Welfare services by General duty officers

The responses by the general duty officers on the role of welfare services on the performance of the national police service were as summarized in table 4.2.

Table 4.2: Response on Welfare services by General duty officers

Welfare service	Strongly agree 5	Agree 4	Uncertain 3	Dis-agree 2	Strongly disagree 1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Medical aid and care facilities enhance performance of duties	8	28	4	3	7	50	177	3.54
Counseling services provided enhance productivity								
TOTAL	13	17	10	6	4	50	179	3.38
	21	45	14	9	11	100	356	3.56

The results show that the general duty officers were uncertain on the role of employee welfare services have on performance of police officers as indicated in table 4.2 by the overall weighted average of 3.56 implying that such welfare services were not provided.

Role of Health Services

The objective of the study was to determine the role of health services on performance of the national police service in Kisii central district. The responses by the various respondents were summarized as follows.

Response on Health Services by Special Duty officers

The responses by the special duty officers on the role of health services on the performance of the national police service were summarized in table 4.3.

Table 4.3: Response on Health Services by Special duty Officers

Health Services	Strongly agree 5	Agree 4	Uncertain 3	Dis-agree 2	Strongly disagree 1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Medical facilities are modern and sufficient	2	1	0	4	3	10	35	3.5
Counseling facilities enhance productivity	4	2	2	1	1	10	37	3.7
TOTAL				5	4	20	72	3.6
	8	3	2					

The findings of the study showed that special duty officers were in agreement that health services enhance performance as indicated in table 4.3 by the weighted averages of 3.6. The larger weighted average of 3.7 depicts that counseling services play a bigger role on the performance of police officers. This finding was in line with that of the general duty officers.

Response on Health Services by Clerks and Drivers

The responses by clerks and drivers on the role of health services on the performance of the national police service were as summarized in table 4.4.

Table 4.4: Response on Health Services by Clerks and Drivers

Health Services	Strongly agree	Agree	Uncertain	Dis-agree	Strongly disagree	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
	5	4	3	2	1			
Medical facilities are modern and sufficient	4	6	2	0	0	12	50	4.17
Counseling facilities enhance productivity	6	4	2	0	0	12	52	4.33
TOTAL	10	10	4	0	0	24	102	4.25

The results showed that clerks and drivers were in agreement that medical care and counseling services play a role on the performance of police officers as indicated by their weighted averages that could be rounded off to 4.00 as depicted in table 4.4. They were in agreement also to a larger extent that counseling services play a bigger role on the performance of police officers. This finding was again in line with that of the other respondents.

Effect of Welfare Services on Performance

The study sought for the opinion of respondents on the extent to which they considered welfare services affect performance of the national police service under performance indicators. The responses by the various categories of respondents were as summarized and discussed in the sub-sections that follow.

Response by Management on the effect of Welfare Services

The responses by the top, middle level and lower level management on the effect of welfare services on the performance of national police service were as summarized in table 4.5.

Table 4.5: Response by Management on the effect of Welfare services

Performance indicator	Very large extent 5	Large extent 4	Moderate extent 3	Less extent 2	Not at all 1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Customers are satisfied with services provided	3	5	2	2	0	12	45	3.75
The officers respond quickly to emergencies	5	6	0	0	1	12	50	4.17
Enforcement of safety measures has reduced crime	3	5	2	1	0	12	43	3.58
Promptly record arrests and arraign offenders in court	1	9	2	0	0	12	47	3.92
Safety measures are enforced with minimum challenges	1	3	5	3	0	12	38	3.17
Law enforcement is effective and efficient	0	5	2	2	3	12	33	2.75
TOTAL	13	33	13	8	4	72	256	3.5

The results show that the management was in agreement that the employee welfare services satisfies customers, facilitates quick response to emergencies by police officers, leads to reduced crime rate and enhanced recording of arrests and arraigning of offenders in court as depicted in table 4.5. It was in agreement to a larger extent that the response to emergencies by police officers was faster as indicated by the larger weighted average of 4.17. However, the management was uncertain on the enforcement of the law and safety measures. This uncertainty was most felt on the effectiveness and efficiency of law enforcement as indicated by its lower weighted average of 2.75 as it implies that they lacked essential welfare services for law enforcement. The study established that the management was in agreement that employee welfare services effect the performance of the national police service as indicated by the overall weighted average of 3.5.

Response by the General Duty officers on the effect of Welfare services

The responses by the general duty officers on the effect of employee welfare services on the performance of the national police service were as summarized in table 4.6.

Table 4:6: Response by General Duty officers on the effect of Welfare services

Performance indicator	Very large extent 5	Large extent 4	Moderate extent 3	Less extent 2	Not at all 1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Customers are satisfied with services provided	18	16	7	6	3	50	190	3.80
The officers respond quickly to emergencies	15	18	8	3	6	50	183	3.66
Enforcement of safety measures has reduced crime	12	23	7	5	3	50	186	3.72
Recording arrests made and arraigning offenders in court	17	18	8	4	3	50	192	3.84
Safety measures are enforced with minimum challenges	9	20	9	7	5	50	171	3.42
Law enforcement is effective and efficient	10	10	11	8	11	50	150	3.00
TOTAL	81	105	50	33	31	300	1072	3.57

The findings show that the general officers were in agreement that employee welfare services enabled the officers to satisfy customers, facilitates quick response to emergencies by police officers, lead to reduced crime rate and enhanced recording of arrests and arraigning of offenders in court as seen in table 4.6. They were in agreement to a larger extent that such welfare services enhanced the recording of arrests and arraigning of offenders in court as indicated by its larger weighted average of 3.84. However, the general duty officers expressed a moderate extent on the enforcement of law and safety measures as indicated by its lower weighted average of 3.00. This finding was in line with that of management. The study established that the general duty officers were in agreement that employee welfare services had an effect on the performance of the national police service as indicated by the overall weighted average of 3.57.

Response by the Special Duty officers on the effect of Welfare services

The responses by the special duty officers on the effect of employee welfare services were as were summarized in table 4.7.

Table 4:7: Response by Special Duty officers

Performance indicator	Very large extent 5	Large extent 4	Moderate extent 3	Less extent 2	Not at all 1	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
Customers are satisfied with services provided	4	4	1	0	1	10	40	4.0
The officers respond quickly to emergencies	4	4	1	1	0	10	41	4.1
Enforcement of safety measures has reduced crime	4	5	1	0	0	10	43	4.1
Recording arrests and arraigning offenders in court promptly								
Safety measures are enforced with minimum challenges	2	5	1	1	1	10	36	3.6
Law enforcement is effective and efficient	3	4	1	1	1	10	37	3.7
	4	1	2	2	1	10	35	3.5
TOTAL	21	23	7	5	4	60	232	3.87

The study established that special duty officers were in agreement that employee welfare services had an effect on virtually all the indicators of performance as depicted in table 4.7 by the overall weighted average of 3.87. To a large extent, they were in agreement that such welfare services facilitate quick response to emergencies and reduced crime rate as indicated by their larger weighted averages of 4.1. To a less extent, they were in agreement that the welfare services were effective and efficient in the enforcement of the law as indicated by the lower weighted average of 3.5.

Response by Clerks and Drivers on the effect of Welfare services

The responses by clerks and drivers on the effect on employee welfare service were as summarized in table 4.8.

Table 4.8 Response by Clerks and Drivers on the effect of Welfare services

Performance indicator	Very large extent	Large extent	Moderate extent	Less extent	Not at all	$\sum f_i$	$\sum f_i w_i$	$\frac{\sum f_i w_i}{\sum f_i}$
	5	4	3	2	1			
Customers are satisfied with services provided	6	0	5	1	0	12	47	3.92
The officers respond quickly to emergencies	5	5	2	0	0	12	51	4.25
Enforcement of safety measures has reduced crime rate	5	7	0	0	0	12	53	4.42
Recording arrests and arraigning offenders in court promptly	6	6	0	0	0	12	54	4.50
Safety measures are enforced with minimum challenges	6	6	0	0	0	12	54	4.50
Law enforcement is effective and efficient	5	5	2	0	0	12	51	4.25
TOTAL	3	2	2	3	2	12	37	3.08
	10	25	11	4	2	72	293	4.07

The study established that clerks and drivers were to a very large extent in agreement that employee welfare services had an effect on performance of the national police service as depicted in table 4.8 by the overall weighted average of 4.07. To a large extent they expressed agreement that such welfare services facilitates quick response to emergencies by police officers, enhanced enforcement of safety measures that reduced crime rate and that the performance of the officers could be improved if they were provided with welfare services.

CHAPTER 5

SUMMARY, DISCUSSION, RECOMMENDATIONS AND CONCLUSION

Summary of the Study

The study sought to determine the role of health services in the performance of the national police service and establish the extent to which employee welfare services affect the performance of the national police service in Kisii Central District.

The Role of Employee Welfare Services

The study sought to determine the role of employee welfare services on performance of the national police service in Kisii central district. Under this objective the study explored health services. The study established that employee welfare services have a role to play in the performance of the national police service as indicated by the overall weighted average of 4.0. Therefore police officers need to access efficient healthcare services given the risks and challenges faced at work. Armstrong (2006) argues that medical services aim to provide help to employees who get absent from work for long periods because of illness related issues and they should aim to speed the return of employee to work. The study established that counseling services play a major role on the performance of the national police service in helping the officers to develop effectiveness skills necessary in dealing with life pressures and stress at work as indicated by a weighted average of 4.00 (round figure). Officers often deal with violent criminals and may be injured or killed. They must make quick decisions while on duty, yet be tactful and patient with people who are in trouble or have been victims of terrible crimes and abuse (Alemika, 2008). The provision of appropriate health services makes the workers to pay more attention towards work and thus increase their productivity (Priti, 2009).

Welfare Services Provided

The study sought to assess welfare services provided in the performance of national police service in Kisii central district. The welfare services were based on health services available to the police service in Kenya. The study equally established that health services provided to the police service were neither modern nor sufficient as indicated by the uncertainty opinion of the respondents. This is an indication that, although medical care play a major role on the performance of the national police service, it also poses challenges especially on the quality of services emanating from the police service.

The Extent to which Employee Welfare Services affect Performance

The paper also attempts to establish the extent to which employee welfare services affect performance of the national police service in Kisii central district. The performance indicators considered include customer satisfaction, response to emergencies, reduction in crime rate, recording of arrests and arraigning of offenders in court, the enforcement of safety measures and the law.

The study established that customers were satisfied with the services provided by the police officers. The study also established that to some extent police officers had a quick response to emergencies. It was found that employee welfare services affect performance of police officers as indicated by the overall weighted average of 4.00 in Kisii central district.

Conclusions

The study set out to determine the role of employee welfare services in the performance of the national police service in Kisii central district. The study established that employee welfare services play a role in the performance of the police service and a police service well equipped with employee welfare measures

facilitate police operations. On the basis of this finding, it can be concluded that employee welfare services have an effect on performance as indicated by the overall weighted average of 4.00 which implies that employee welfare services increase the productivity of an organization.

There were no proper systems of provision of employee welfare services as indicated by the overall weighted average of 3.00 which imply that employee welfare services were not provided and it is a challenge in the delivery of services by the police officers in Kisii central district. However, the provision of welfare services enables workers to live in a richer and more satisfactory life and it contributes to the productivity of labour, efficiency of an enterprise and helps in maintaining industrial peace. Hence steps need to be taken on a larger scale to improve the quality of life of the workers.

The study also established that to a large extent employee welfare services affect performance of the national police service in Kisii central district as indicated by the overall weighted average of 4.00. Therefore the government through the national police service should provide adequate resources that will cater for the welfare services of police officers in areas like training which will improve their competence skills and ensure that they are professional and accountable in the policing work.

Recommendations

Policy Recommendations:

Since the findings of the study have shown that employee welfare services play a significant role on the performance of the national police service, the researcher recommends that the government through the national police service should improve the provision of health services, amenities and social services provided to the police officers so as to facilitate service delivery. There should be well formulated policies on each element of welfare services in the national police service in Kisii central district.

The paper also recommends for the health services to be replaced with sufficient and modern facilities so as to improve the quality of health care given to the police officers. Therefore the police service should liaise with the Ministry of medical services for the provision of quality medical care facilities and qualified personnel for counseling.

The paper recommends for the formulation of policies that will ensure that such welfare service operates well within the police service and the management should bench-mark the operating bereavement funds in other sectors and launch whatever found that may be applicable to the national police service. This will have a long-term effect of improving service delivery by police officers.

Recommendations for Further Research

The study was restricted to the national police service in Kisii central district. Therefore, similar studies should be done in other districts in Kenya to compare the findings. As a matter of interest scholars can explore other sectors of the government without necessarily restricting to the police service.

Lastly, it is important to carry out a comparative study on an international basis so as to build the existing body of knowledge in the provision of health services in internationally recognized police service such as the United States of America.

REFERENCES

- Armstrong, M. (2006). *A handbook of Human Resource Management Practice*. 10th (ed). London: Kogan Page.
- Abu, S. M. (2000). *Strengthening Police Reforms in Bangladesh*. Needs Assessment Report 2003. Retrieved on 28th 2011 from www.ads.org/documents/books/strengthening...justice.../chap03.pdf.
- Alemika, E. (2008). *Human Resources Management in the Nigeria Police Force: Challenges and Imperative*. Paper presented at the Police Service Commission Retreat on Understanding the Mandate and Operations of the Police Service Commission, Nigeria, August 18-20, 2008.
- Ankita, K. (2010). *Human Resource Management*. Retrieved October 25th 2011 From http://www.ankitakulkarni.com/humanresourcemanagement/employee_welfare.
- Cole, G.A. (2002). *Personnel and Human Resource Management* 5th (ed). United Kingdom: Thomas Rennie. Cooper, D.R. & Schindler. S, (2006). *Business Research Methods*. 9th (ed). New York: McGraw-Hill Companies.
- Dessler, G. (2008). *Human Resource Management*. 11th (ed). New Jersey: Pearson Prentice Hall.
- Gueskiewicz, K, M et al (2010). Recurrent concussion and risk of depression in retired professional footballers. *Medicine and Science in Sports and Exercises*, 39: 903- 909.
- Harika, V. (2010) *Theories of Labour Welfare*. Retrieved December, 3rd 2011 from http://www.scribd.com/doc/52987735/2/THEORIES-OF-LABOUR_WELFARE.
- Kibet, C.W. (2010). *Effects of Stress on the Performance of Kenya Administration Police*. Gucha South, Kenya Institute of Management Kisii.
- Kombo, D. A. & Tromp, D. L. A. (2006). *Proposal and Thesis Writing. An Introduction*. Nairobi: Panlives Publications Africa.
- Manju, B. & Mishra, S. (2007), *The Principles for Successful Implementation of Labour Welfare Activities. From Police Theory to Functional Theory*: Retrieved on October 26th 2011 from <http://www.tesioline.com/intl/indepth.jsp?id=575>
- Manzini, H. & Gwandure, C. (2011). *The Provision of Employee Assistance Programmes in South Africa Football Clubs*. University of the Witwatersrand, Johannesburg. South Africa.
- Menon, V. (2010) Unique Police Welfare Scheme to Compensate Kin of Personnel Killed in Service. Retrieved October 26th 2011 from <http://www.indianexpress.com/news/unique-police-welfare-scheme-to>.
- Mbiba, B. (2010). Burial at home? Dealing with death in the diaspora and Harare. In: J McGregor, Primorace (Eds,): *Zimbabwe's New Diaspora: Displacement and the Cultural Politics of Survival*. New York: Berghahn,

pp. 144-163.

Morwabe, B.L. (2009), *Challenges Facing the Application of Occupational Health and Safety Standards in Organizations in Ogembo*, Kenya Institute of Management Kisii.

Mugenda, O.M. & Mugenda, A.G. (2003), *Research Methods; Quantitative and Qualitative Approaches*. Nairobi: Acts Press.

Moss, I. (1999). *Welfare in the United States*. Retrieved on October 19, 2010 from <http://www.associatedcontent.com/article/319080welfare-in-the-unitstates.html?cat>.

1.1 Mwiti, J. K. (2007). *The Role of Welfare Services in Motivation of Staff in Kenyan*

1.2 *Parastatals : A case Study of Teachers Service Commission, Kenya*. Jomo

1.3 Kenyatta University of Agriculture and Technology. Retrieved on July 1,

1.4 2012 from ResearchKenya.org.

Orodho, L. A. (2005). *Elements of Educational and Social Science Research*. Nairobi. Mazola Publishers.

Peace, H. (2007). *The Police and HIV/AIDS: A literature Review*. Retrieved on July 20, 2012 from asci.researchhub.ssrc.org/The-police-and-hiv...a.../attachment.

Priti, S. (2009). *Employee Welfare*. Retrieved on July 1, 2012 from <http://www.citehr.com/176307-employee-welfare.html#ixzz1zTZ8HheC>.

Quaye, P. T. (2009). *Review of the first draft Strategic/National Policing Plan, 2006-2010*. Retrieved on September 20, 2012 from www.ghanapolice.info/plan.pdf.

Ransley, P. (2009). *Report of the National Task Force on Police Reforms*. Nairobi: Government Printers.

Republic of Kenya (2003). *The Kenya Police Strategic Plan 2003-2007*. Nairobi: Government Printers.

Republic of Kenya (2007). *Ministry of Labour, Manual for A Healthy Worker in a Safe Working Environment*. Nairobi: Government Printers.

Republic of Kenya (2009). *Report of the National Task Force on Police Reforms*. Nairobi: Government Printers.

Republic of Kenya (2009). *Kisii Central District Development Plan (2008 – 2012)*, Nairobi. Ministry of State for Planning, National Development and Vision 2030.

Republic of Kenya (2009). *Ministry of Finance, Civil Service Group Personal Cover, Operating Policy*. Nairobi: Government Printers.

Republic of Kenya (2010), *Ministry of State for Public Service, Public Sector Workplace Policy on HIV and AIDS*. Nairobi: Government Printers.

Republic of Kenya (2010), *Report of the National Task Force on Police Reforms*. Nairobi: Government Printers.

Republic of Kenya (2011). *Eastern Nyanza Region Strategic Plan*. Nairobi: Government Printers.

Roy, R. Jack, K. & John, C. (2007). *Police and Society*. 3rd (ed). Roxbury Publishing Company. Retrieved on 20th December 2012 from <http://roxbury.net/booksites/ps3/ps3index.html>.

Saleemi, N. A. (2009). *Personal Management Simplified*. Nairobi: Saleemi Publishers Limited.

Shaun & York, A. (2000), *Essentials of Human Resource Management*, 4th (ed). Great Britain: Oxford.

Stevenson, W.J. (2002). *Operations Management*, 7th (ed). Newyork:The McGraw-Hill Companies.

Wilson, M. & Daly, M. (2010). Do pretty women inspire men to discount the future? *Proceedings of the Royal Society of Biological Sciences*, 271: 177.