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**Influence of Employee Welfare Services on Performance of
Police Officers in Kenya: A Case of National Police Service in
Mombasa County Kenya**

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Abstract

Purpose: This research focused on the main problem which influenced police performance as a result of the employees' welfare services. Some of these welfare services include decent housing, and working conditions. The research had an objective of first finding out the influence of housing on police officers' performance. Secondly, to determine the influence of housing on police officers' performance. Thirdly, to figure out the extent to which field equipment influences the police officers' performance in Mombasa County.

Methodology: The research adopted a descriptive case study using stratified and simple random sampling approaches. The target population was 1200 police officers with a sample population of 120 selected police officers. The study used questionnaires to collect data. In qualitative data, it also applied content analysis, while in quantitative data analysis descriptive statistics was utilized. The research used Pearson correlation to determine the connection between performance of employees and welfare services in inferential statistics.

Findings: The research established that employee welfare services had an impact on the performance of police officers in Mombasa County especially in terms of medical insurance cover offered to police, housing and accommodation plan and field equipment. In conclusion the study strongly established that medical insurance cover and field equipment negatively affected the performance of police officers. The nature of hospitals accepted by the medical insurance cover are not outstanding and amount of medical cover allocated annually is inadequate. House allowance paid to police officers also significantly affected the performance of police officers.

Unique Contribution to Theory, Practice and Policy: The study will be used to provide basic background information that can be used by various scholars, researchers, policy makers, national police service and other organizations as reference material. The research will aid the government of Kenya in addition to other stakeholders to create relevant methods that will help in improving the welfare services of the various employees in various ministries besides embarking on the best employees' welfare service practices.

Keywords: *Employee Welfare Services, Performance, Police Officers, Mombasa County*

INTRODUCTION

Scholars have carried several studies to discern the impact of employee welfare services on performance. According to Park, Mitsuhashi, Fey and Bjorkman (2003), performance of an employee can be established by comparison with the set performance standards in an organization. Performance is described as the attainment of a certain task against the identified or predetermined standards. The desired performance is only attained when efficiency and effectiveness is applied in factors such as cost, speed, and completeness. The employee's performance in the NPS has been a cause of concern in the internal and external environment, where stakeholders have been perceived the police one of the most corrupt in the nation and as the complaints trickle in every year, it has been ranked the worst in service delivery. The effectiveness of the police service is assisting citizens in performing the right thing as expected. Whenever the police fail in performing as expected by the members of the society they can be seen as unwilling or corrupt in their willingness to service delivery and performance need.

In a study done by Kuria (2012) that aimed to determine employee welfare program role on the work satisfaction in the industry of flowers, the researcher established that welfare services had influence on the satisfaction of employees to their jobs. This research was done in Sueka firm. Additionally, the research determined that equitable rewards played a role in involvement of employees in making of decisions, in development of careers, human resource policies, and health. These were established to increase job satisfaction among employees.

Manurung (2017) outlines the dimensions and indicators of employees' welfare services to include compensation cutting across wages and salaries, allowances and incentives, insurance and pension plans, and other facilities and benefits, housing and house allowances, paid trips and vacations, healthcare services and occupational safety, working conditions and retirement benefit. Further, in the Public Service Commission (PSC) in Kenya, an investigation conducted by various experts, demonstrated that the properly structured employees' welfare association has positive effect toward job satisfaction and employee's performance subsequently job satisfaction influencing employee performance positively (KPMG, 2019; AfDB, 2020; Theuri, 2019).

Problem Statement

In a research by Philip Ransley, 2009 showed that there are critical issues police officers face which is attributed to poor welfare services provided hence negatively affecting their performances. As suggested by Ransley (2009) the absence of a sustainable and comprehensive policy in Kenya has played a part in the unsatisfactorily rendering of welfare services leading to poor performance. Studies conducted in Kenya confirmed that there is very poor performance at the NPS due to extreme poor working conditions of the police, poor motivation, poor rewards and compensations (Munyambu & Njoroge, 2018). Munyambu and Njoroge (2018) studied

compensation types as well as its effects on the performance of employees in the public sector. Nyamwamu and Atambo (2012) found that most police stations lacked basic lighting, water and proper ventilation for policing. Wainaina (2011) established the connection between welfare program and the satisfaction of employees in the jobs in the capital group. The research established that the welfare programs improved the satisfactions of employees' jobs. There has been limited research that has shown, employee welfare services have a significant role in employees' performance. This is a knowledge gap that needs justification with a further research. Basing on the prevailing situation, this study provides answers to this gap through founding out the influence of employee welfare services besides its impact on the police officers' performance in the NPS, specifically within Mombasa County.

Objectives of the Study

- 1) Examine the extent of medical insurance cover influence on the police officers' performance in Mombasa County.
- 2) Find out the impact of housing on the police officers' performance in Mombasa County.
- 3) Determine the degree which field equipment influences the police officers' performance in Mombasa County.

LITERATURE REVIEW/ THEORETICAL FRAMEWORK

Theoretical Framework

Functional Theory of Labour Welfare Theory

This theory is often denoted to as efficiency theory. It was developed by Fredrick Taylor between 1896 and 1915. The theory works by the concept of a healthy and happy person is more productive and a better worker. It is in this case, that welfare is utilized as a way to preserve, develop, and secure the productivity and efficiency of labor. The theory recommended that welfare can be utilized in securing besides developing productivity besides efficiency of labor (Manju & Mishra, 2007). Hence, if an employer ensures that their workforce is well taken care, it will mean that more efficiency and productivity among the employees will be ensured. This theory is important in making the characteristics of the labor force more understandable. The theory is also important in understanding the contemporary support for labor and how working towards similar goals can increase productivity. This theory was used in this study since welfare services play a significant role in affecting the labor force performance. Certainly, whenever an employer ensures that they take good care of their worker, their efficiency is increased. Thus, as the theory suggests employers have a role in the welfare of employees of looking towards the welfare of their employees.

Social Exchange Theory

This theory was established by a sociologist, George Homans. The year 1958 marked the time the theory of “Social Behavior as Exchange,” appeared in his essay. In his research that involved small groups, Homan at first believed that any society would only be seen as a social system. To enable studying of the social system, it was essential to single out each individual behavior unlike the social structure that people created. It is through the studying of these groups that Homans began spotting the punishments and rewards that each member was given. He, thus, developed an elements framework that consisted various elements of social behavior. Among these elements include activities, sentiments, and interactions. Specific considerations regarding each groups external and internal systems was considered. As Greenberg and Scott (1996) asserts, the main aspect attributed in the social exchange theory is reciprocity norm. A strong social exchange relationship is important in helping building a positive working relationship between employees and employers and is as well essential in eliciting commitment and trust among employees, which in returns helps in improving productivity. Nevertheless, this theory has its criticisms. As Miller (2005) contends, the theory decreases the interaction of human to a procedure that is driven by considerations that are economic oriented. According to Miller (2005), this theory promotes openness with it being created in the 1970s when openness and freedom were favored.

Expectancy Theory

This theory was first in the valence-instrumentality-expectancy theory by Victor Vroom (Armstrong, 2006). As Armstrong (2006) contends the value in the theory stands for the fact that when one does one thing it leads to the other. Expectancy denotes to the conviction that; effort or action leads to a certain ending. The theory argued that people choose among alternatives that revolve around uncertain outcomes. Each person behavior is not only affected by a person’s preference, but also the extent of their beliefs of the outcomes being possible. As Armstrong (2006) describes expectation as a monitory trust about the chance that a certain behavior will result in a specific result, while expectancies, can be expressed in respect to their strengths. As laid out the various expectations are founded around the experiences of the previous times. Such include the beliefs that employees who work their way above and above the call of duty are rewarded. Thus, motivation to work under these conditions will be increased. Thus, to reward employees in respect to their contributions, employees should maintain the employees’ performance. Hence, an important role in ensuring employees continue performing beyond their expectations. The theory paid important focus on critical aspects of management which include performance, efforts, and finally personal goals. It laid important ground for quantitative formula provision to find ways to motivate employees (Parijat & Bagga 2014). To enhance performance, managers came up with ways to reward work on the basis of merit.

Empirical Review

A study by Waititu, Kihara and Senaji, (2017) on the effects of welfare programs aimed at employee performance. Stratified random sampling technique was utilized to gather data used in this research. The research used questionnaires as study tools. To analyze the data, both quantitative and qualitative methods were utilized. The study concluded that employee welfare factors such as training besides development have tremendous influence on performance of workers. The findings of the research emphasized the essence for the corporation to improve welfare of employees so as to boost their job performance. In conclusion, the study was in railways industry but not in the security sector and the study was purely on physical and mental factors hence ignored other factors. Simmon (2011) in his study established that employees were underperforming because they are not comfortable with their work environment and hence not committed as supposed in their organization. The research identified that human resource practices contributed to the low job satisfaction. The research found that if employees are not performing as expected, it is because they are uncomfortable with the work; hence, lack commitment.

According to Armstrong (2019) medical services are very crucial in ensuring that employees are present at work, healthy and able to deliver their mandates which later on translate into improved organizational performance. Armstrong (2019) makes an argument that medical services contribute in helping employees absent from their work environment for a long time due to medical issues. Basically, in any given setting the medical services should provide a speedy return of employee back in their workplaces. Kibet (2019) outlined a number of challenges facing the police service in Kenya which have always led to poor services performance and poor ranking of the Kenyan police service in the international arena. It was noted that poor working conditions, poor cover in case of accidents or injuries on the line of duty, poor medication among others influence the performance of the police service. Further, Kibet (2019) contends that police officers feel worried of the nature of the work they do and most of them may feel stress from concerns such as health, relationships, money, among other, thus compromising their productivity. Jeruto (2019) in his study observed that most of the police officers are not satisfied with the medical scheme that has been implemented. This is in terms of the unavailability of drugs in the hospital pharmacy as most of them were noted to have been buying drugs from chemists and pharmacies outside the medical facility upon a prescription. Conclusively, it can be argued that among the various compensation packages that influence the performance of the civil servants whereby the police fall is the healthcare cover or insurance cover.

Ngetich (2018) did a study on the issues that faced the development of the NPS housing projects in Kenya. The study used a case of the NPS housing project in headquarter of Nakuru County. The findings of the research were that delayed allocation of resources slowed the execution of the housing programs. Ngetich (2018) further concluded that improper planning led to assumptions

that were incorrect that led to improper project execution. Bureaucracy, for instance, in financial management affected execution of housing projects in the NPS. This finally led to failure of these ambitious projects which has pushed more police officers into poor housing units which in turn negatively affected performance of police officers. Jebiwott (2018) conducted a research in police station in Nakuru examining the challenges facing policing in Narok County. The research established that legal gaps had an impact on the effective policing performance. These involved police officers' accommodation the ambiguity on the process of the remuneration, inadequate guidelines on deployment and recruitment, inadequate supervision and control guidance, unclear training guidelines and inadequate medical cover guidance, life and injury compensation. From this study, it is evident that housing is still a big problem facing the police service in Kenya and this has a direct effect on their performance.

Tiwari (2019) in his research found out that adequacy of field equipment used in handling various activities, the ease of providence of the equipment and resources improve the safety and welfare of the employees, which influences the employees' performance. Abu (2019) indicated that accountability and transparency issues led to increased level of corruption and expectation from the society and crime cases were increasing, regardless police resources and status was poor. Besides, the forensic facilities provided were out of date and were coupled with poor living and working conditions. This asserts that provision of the welfare services has remained low in Bangladeshi leading to poor police performance. Chepsongol, Were and Getuno (2020) found out that the police in Kenya's Nairobi County did not have enough equipment which in turn has contributed to low ranking of the police service and diminishing improvement in services delivery. The study recommended that the police should be provided with the necessary machinery they require to carry out their day to day activities of providing security, and maintaining law and order to the citizens of Kenya. Further, Njiri, Ngari and Maina (2019) established that the policing programme in Nakuru Police Division lacked enough resources since no specialized officer were allotted in this program. Furthermore, the police personnel lacked suitable and essential equipment to implement community policing initiative.

METHODOLOGY

The current study adopted a descriptive case study as its study design. The population targeted key informants and a total of 1200 police officers across all ranks were considered. The study adopted a 10% of 1200 police officers to calculate its sample size adding up to 120 respondents. Based on Kombo and Tromp (2006) and Mugenda and Mugenda (2003), data was gathered utilizing structured questionnaires. This research utilized both primary data and secondary data. Qualitative and quantitative methods of analysis of data were utilized to analyze the data collected for the purposes of the research. To prepare data for inferential and correlation statistics, descriptive statistics was used to provide a summary of data and place it in formats that are presentable. Using

central tendencies, quantitative data was showed in frequency tables. Pearson correlation was essential in conducting inferential analysis, which established the relationship between performance and employee welfare service. This researcher adhered to ethical consideration procedures as required by law. The researcher briefed the respective purposively officers selected through a letter obtained from respective ministry attached to the university transmittal letter.

ANALYSIS

Medical Insurance Cover

Many research participants, 62 (88.6%) backed the notion that they have ever benefited from the medical insurance cover offered by their employer since they joined the National police service. On a likert rated scale shown in table 1 below, a mean score of 4.43 in addition to a standard deviation (SD) of 0.709 indicated that many research participants strongly agreed that: there has been more beneficiaries of the medical insurance cover offered to them, both outpatient and inpatient. Mean scores of 2.32 indicated that majority of the research participants disagreed with the idea that the nature and standard of hospitals accepted by the cover are outstanding. Finally, a mean score of 1.9 indicated that majority of the respondents strongly disagreed with the statement that the amount of insurance cover allocated to the policemen annually is adequate.

Table 1: Likert Rated questions of Medical Insurance Cover and the Performance of the Police Officers

Indicator/statement	1	2	3	4	5	Mean	SD
There has been more beneficiaries of the medical insurance cover offered to you, both outpatient and inpatient	00	00	10	20	40	4.43	0.709
The nature and standard of hospitals accepted by the cover are outstanding	28	02	32	05	03	2.32	1.091
The amount of insurance cover allocated to you annually is adequate.	20	42	04	01	03	1.9	0.801

Housing and the Performance of the Police Officers

In relation to a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that house allowance paid to them and the nature of house allowances affected their work since they joined the police service, majority of the respondents (97.14%) supported the idea. In an open-ended question that was analyzed by content analysis, it was alluded that many research participants on average 82.86% said that house allowances, house

loans/mortgage, well organized government houses, and subsidized rental apartments motivated them to carry out their work. In a likert scale question of housing, results in table 2 below indicated that, a mean score of 4.84 besides SD of 0.991 indicated that many research participants strongly agreed that there has been poor emergency response and lateness at work due to distance of house lived in from place of work. On the contrary, many research participants disagreed with the ideas that there has been poor emergency response and lateness at work due to distance of house lived in from place of work (M= 2.01, and SD=0.788). Further, many research participants strongly disagreed to the idea that house allowance or supplement offered to the police officers was adequate as pointed out by a mean score of 1.54, as well as SD of 0.75.

Table 2: Housing and the Performance of the Police Officers

Indicator/statement	1	2	3	4	5	Mean	SD
There has been improvement of the state of the houses provided.	06	60	01	03	00	2.01	0.788
The house allowance or supplement offered to you is adequate.	50	10	05	02	03	1.54	0.750
There has been poor emergency response and lateness at work due to distance of house lived in from place of work.	00	00	03	05	62	4.84	0.991

Field Equipment and the Performance of Police Officers

In the first question, respondents were queried whether they embraced the idea that the available police field equipment have significant influence on their work since they joined the National Police Service. The findings showed that many research participants supported the idea designated via a mean score of 98.57%. On average, 98.57% of these respondents argued that uniforms, ammunition, sophisticated machine guns, forensic facilities, ICT equipment, communication gadgets, cars, protective gears and motorbikes influence their performance significantly. Likert rated question results as indicated in table 3 below confirm that, a mean score of 1.57 designated that many research participants strongly disagreed that there has been availability of sophisticated weapon/arms and police communication gadgets needed by officers in performing their duties effectively. Equally, majority of the respondents strongly disagreed that there has been provision of vehicles including armored vehicles guaranteeing safety of police officers (M=1.41, SD=0.961). Finally, most research participants disagreed with the idea that safety of police officers is guaranteed due to improvement in the provision of protective gear and uniforms (M=1.97 and SD=0.951).

Table 3: Field Equipment and the Performance of the Police Officers

Indicator/statement	1	2	3	4	5	Mean	SD
There has been availability of sophisticated weapon/arms and police communication gadgets needed by officers in performing their duties effectively.	40	20	10	00	00	1.57	0.988
Safety of police officers is guaranteed due to improvement in the provision of protective gear and uniforms.	17	43	05	05	00	1.97	0.951
There has been provision of vehicles including armored vehicles guaranteeing safety of police officers.	47	20	03	00	00	1.41	0.961

Hypothesis Testing

H_0 : medical insurance cover has no influence on police officers' performance in Mombasa County.

Table 4: Chi-Square Test for the First Hypothesis

Chi-Square Tests	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.798 ^a	4	.005		
Continuity Correlation ^b	.691	4	.009		
Likelihood Ratio	1.09	4	.005		
Fisher's Exact Test				.003	.004
Linear-by-Linear Association	1.01	4	.001		
N of Valid Cases	70				

Because the computed p value of .003 is less than that of .05 ($p \leq 0.05$), at 95% significance level, the alternative hypothesis is deliberated (McLeod, 2019). Thus, medical insurance cover has a strong negative influence on police officers' performance in Mombasa County.

H_0 : housing does not influence the performance of police officers in Mombasa County.

Table 5: Chi-Square Test for the Second Hypothesis

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.009 ^a	4	.006		
Continuity Correlation ^b	.5991	4	.013		
Likelihood Ratio	1.001	4	.022		
Fisher's Exact Test	0.992			.012	.003
Linear-by-Linear Association	1.001	4	.019		
N of Valid Cases	70				

Because the computed p value of .012 is less than that of .05 ($p \leq 0.05$), at 95% significance level, the alternative hypothesis is deliberated (McLeod, 2019). Thus, housing has a substantial but negative impact on police officers' performance in Mombasa County.

H₀: Field equipment have no significant influence on the performance of the police officers in Mombasa County.

Table 6: Chi-Square Test for the Third Hypothesis

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.551 ^a	4	.0101		
Continuity Correlation ^b	1.089	4	.0110		
Likelihood Ratio	1.066	4	.0071		
Fisher's Exact Test	1.011			.0321	.001
Linear-by-Linear Association	1.021	4	.0092		
N of Valid Cases	70				

Because the computed p value of .001 is less than that of .05 ($p \leq 0.05$), at 95% significance level, the alternative hypothesis is deliberated (McLeod, 2019). Thus, field equipment have a substantial influence besides negative influence on performance of police officers in Mombasa County.

DISCUSSIONS

In general, when respondents were asked whether they were familiar with welfare services offered to the police, majority of them (42) agreed while 20 respondents did not know about the employees' welfare services to a very great extent. Further, a relationship between insurance cover and

performance of the police officers in Mombasa County was found. The results showed that many research participants 62 (88.6%) backed the idea that they have ever benefited from the medical insurance cover offered by their employer since they joined the National police service. In calculating the hypothesis, because the computed p value of .003 was less than that of .05 ($p < 0.05$), at 95% significance level, the alternative hypothesis was considered; signifying that medical insurance cover has a strong negative influence on police officers' performance in Mombasa County. In the words of Jeruto (2019), most of the police officers are not satisfied with the medical scheme that has been implemented which in turn significantly affects their performance negatively.

In relation to the second objective that pursued to establish the effect of housing on the police officers' performance in Mombasa County, strong relationships were established. For example, in a nominal rated question which required respondents to use a yes or no answer to support or deny the idea that house allowance paid to them and the nature of house allowances affected their work since they joined the police service, majority of the respondents (97.14%) supported the idea. During hypothesis testing, because the computed p value of .012 was less than that of .05 ($p \leq 0.05$), at 95% significance level, the alternative hypothesis was considered. Hence, housing has major but negative impact on performance of police officers in Mombasa County. In agreement to such findings is Jebiwott (2018) who conducted a research in police station in Nakuru examining the challenges facing policing in Narok County. The research recognized that legal gaps had a negative besides significant impact on the effective policing performance. These involved police officers' accommodation the ambiguity on the process of the remuneration, inadequate guidelines on deployment and recruitment, inadequate supervision and control guidance, unclear training guidelines and inadequate medical cover guidance, life and injury compensation. From this study, it is evident that housing is still a big problem facing the police service in Kenya and this has a direct impact on their performance.

The third objective pursued to discern the degree upon which field equipment influences the police officers' performance in Mombasa County and a strong relationship was established. For example, respondents were asked whether they supported the idea that the available police field equipment have a significant influence on their work since they joined the National Police Service. The findings showed that many research participants supported the idea as designated via a mean score of 98.57%. On average, 98.57% of these respondents argued that uniforms, ammunition, sophisticated machine guns, forensic facilities, ICT equipment, communication gadgets, cars, protective gears and motorbikes influence their performance significantly. Because the computed p value of .001 is less than that of .05 ($p \leq 0.05$), at 95% significance level, the alternative hypothesis is deliberated (McLeod, 2019). Thus, field equipment have a substantial significant besides negative influence on performance of police officers in Mombasa County. In the words of Njiri,

Ngari and Maina (2019), the police personnel in Nakuru County under the community policing initiative lacked suitable and essential equipment to implement community policing initiative.

Conclusion

Based on the three objectives of this research. The research concludes that there have been more beneficiaries of the medical insurance cover offered to the police officers; outpatient and inpatient; the nature and standard of hospitals accepted by the cover are not outstanding; and the amount of insurance cover allocated to the policemen annually is inadequate. In addition, there is a conclusion based on the hypothesis tested that medical insurance cover has a strong negative influence on police officers' performance in Mombasa County. In relation to the second objective, house allowance paid to police officers and the nature of house allowances affects their work significantly. In addition, the research concludes that house allowances, house loans/mortgage, well organized government houses, and subsidized rental apartments motivate the police officers to carry out their work. Founded on the hypothesis tested, this research concludes that housing has a substantial but negative influence on performance of police officers in Mombasa County. Finally, in relation to the third objective which pursued to determine the degree to which field equipment influences the police officers' performance the research concludes that there is a strong and negative influence of field equipment on the performance of the police officers in Mombasa. On average, 98.57% of these respondents argued that uniforms, ammunition, sophisticated machine guns, forensic facilities, ICT equipment, communication gadgets, cars, protective gears and motorbikes influence their performance significantly.

Recommendations

The study recommends for an increase in the amount allocated as health cover for the police officers, special compensation and enhanced medical cover when handling risky issues that put their lives and those of their families in danger. Further, the government should set aside a specific insurance compensation and package for the police who suffer chronic injuries and even death when on the line of duty. The police should be allowed to choose the medical companies they want them to cover them and participate in decision making rather than being forced to take covers from companies which are already compromised. The research recommends for increased house allowances based on education, distance from the work station, based on the area of operations and the rank one holds. Further, the government should come up with decent police officers' housing scheme which allows the police occupy houses built by the government and after a given period of occupation, the government sells the house to the occupant at a reduced price. The house allowances should be increased, house loans/mortgage increased, well organized government houses be availed to the new recruits who must live within the area of work while the seniors should be given a change to interact and connect with the community, and subsidized rental

apartments to motivate the police officers to carry out their work. Finally, the research recommends for improved working equipment provision like uniforms, ammunition, sophisticated machine guns, forensic facilities, ICT equipment, communication gadgets, cars, protective gears and motorbikes. This can adopt the Gemba Kaizen strategy to avoid conflict associated with organizational changes and ICT fusions.

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