

FACTORS AFFECTING THE PERFORMANCE OF UNIFORMED OFFICERS OF THE KENYA PRISONS SERVICE

Richard Onyango Ombima

Dr. Susan Were

Jomo Kenyatta University of Agriculture
and Technology

Jomo Kenyatta University of Agriculture
and Technology

KENYA

KENYA

CITATION: Ombima, O. R. & Were, S. (2014). Factors Affecting the Performance of Uniformed Officers of the Kenya Prisons Service. *European Journal of Business Management*, 2(1), 173-189.

ABSTRACT

Kenya prisons service is a Department within the Ministry of Interior and Co- ordination of National Government. The department derives its mandate from the Prisons Act Chapter 90 (CAP 90) Laws of Kenya and Borstal Institutions Act Chapter 92 (CAP 92) Laws of Kenya which empowers the service to perform the following functions - Containment and safe custody of inmates, Rehabilitation and reformation of prisoners, The study established the factors affecting the performance of uniformed officers of the Kenya prisons service. The study was guided by the four objectives which included recruitment and selection, terms and conditions of employment, training and development and leadership effects contributes to performance of uniformed Officers of the Kenya prisons service. The study adopted descriptive survey and case study design this is because the study intended to obtain an in depth understanding on factors affecting the performance of uniformed officers of the Kenya prisons service. The study targets 1010 prison officers within prison institutions in Nairobi County the researcher further used Simple random sampling method where 10% of the target population from each category was selected to give a sample size of 101 respondents. The study findings established that there is a significant positive relationship between, recruitment and selection, terms and conditions of employment, training and development and leadership and the performance of uniformed officers of the Kenya prisons service. The findings also indicated that recruitment and selection followed by leadership, training and terms and conditions of employment affects the performance of uniformed officers of the Kenya prisons service.

Keywords: *Factors Affecting the Performance of Uniformed Officer.*

Introduction

Employees are the most important asset of an organization. The effectiveness of any organization depends on their knowledge, skills and ability. Greenberg (2007) suggested that effective organizations depend on employee's performance which is directly affected by individual job satisfaction at workplace and their commitment towards the organization. An organization consists of people with formally assigned roles who work together to achieve the organizations goals. (Dessler, 2011) The biggest component of the successful management of people is having the right personnel to pursue the organizations objectives The first stage is the recruitment process which determines the human resource needs now and the future. Any strategic plan for the future of an organization needs to be expressed not only in terms of what the organization expects to achieve but also the ways in which these achievements can be fulfilled. This includes the number and types of staff the organization is likely to need in both the short term and long term future (Thomson, 2002).

Managers need to understand why people choose to perform satisfactorily, why some people appear to be committed to their jobs while others are often absent or unwell. It is better to find out what rewards and incentives the individuals values so that where possible they can be provided. In other words people need to be motivated. The job itself and the way in which it is designed can act as a significant motivating or demotivating force on individuals. Every job has specific demands and the person who carries out that job will need certain skills and abilities to achieve the expected level of performance.

Statement of the Problem

The prisons Department of late has witnessed a decline in performance by its officers, Complaints from the public, the inmates, indiscipline, lapse in security and escape from custody are some of the most notable evidence the organization is facing. From the detailed reports of the Kenya prisons Department shows that they had the following escapes from custody 113 inmates in 2010, 94 inmates in 2011, 55 inmates in 2012, 70 inmates in 2013 and 33 inmates up to June 2014. In terms of inmates deaths in custody, 2010 - 234 inmates, 2011 208 inmates, 2012 258 inmates, 2013 278 inmates, 2014 160 inmates and 2014 up to June 160 inmates (RSDPHQ, 2013).The Prisons Acts, Chapter 90 Laws of Kenya requires the prisons service to

ensure Containment and safe custody of inmates and to facilitate the administration of justice among others. These requirements cannot be achieved as required in the event that those entrusted with the tasks of implementing them are not committed in their work. Cases of hijacking in collaboration with those held in custody and swindling of the ordinary citizens by inmates are some of the latest developments being witnessed. These developments are a threat to Kenyan economy and in particular the investors who would like to operate in an environment where they are assured of their security. Various factors have been identified in literature on the factors affecting performance of an organization. A major obstacle to the entry into productive operation, as perceived by participants and as verified in practice is a lack of finance (Chu-Hua *et al.*, 2001). Hall, (2007) also notes that that shortage of capital is their major problem. According to Hchu and Yang, (1992), Culture may favorably influence performance or be dysfunctional. Samad, (2005) also posits that technology let workers be more productive, do less physical labour and earn larger incomes with which to purchase a vast number of technologically improved goods and services.

In addition there have been few local studies in the area of factors affecting the performance of uniformed officers of the Kenya prisons service. For example Karimi, (2008) studied factors that are critical in the performance of uniformed officers in Kenya. The study found out that effective performance of uniformed officers in Kenya planning and establishment of activity time and scheduling is important in determining the overall performance of uniformed officers. Mbugua, (2005) carried out a study on the critical success factors in the performance of uniformed officers of the Kenya in Nairobi. The study found that monitoring and evaluation of performance of the uniformed officers was a critical determinant of the performance.

Objectives of the Study

General Objective

The general objective of the study was to establish the factors affecting the performance of uniformed officers of the Kenya prisons service.

Specific Objectives

- i. To examine the effects of recruitment and selection on performance of uniformed officers of the Kenya prisons service.

- ii. To investigate the effects of terms and conditions of employment on performance of uniformed officers of the Kenya prisons service.
- iii. To determine the effect of training and development on performance of the uniformed Officers of the Kenya prisons service.
- iv. To examine whether leadership affects performance of uniformed Officers of the Kenya prisons service.

Literature Review

Resource Based View Theory

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource base thinking. In relative terms Boxall (2006) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes (2006) that a difference should be established between 'human capital advantage' and 'human process advantage'.

Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The Company's HR practices would therefore need to emphasize "selecting highly skilled individuals". Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall& Purcell (2008), the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano et al.,(2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully performing the job most effectively. To them, recruitment,

screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

System theory

The system theory holds work to be governed by a wide range of formal and informal term and condition, which cover everything from recruitment, holidays, performance, wages, hours, and a myriad of other details of employment. It asserts that these rules are what industrial actors try to determine, that their establishment is influenced by the wider environmental context in which the actors operate, and that the actors themselves share an interest in maintaining the processes of negotiation and conflict resolution. On the back of these assertions four elements are held to make up the system of industrial relations rule-making. The first is industrial actors, which consists of employers and their representatives (i.e., employer associations), employees and their representatives (i.e., trade unions), and external agencies with an interest in industrial relations (i.e., government departments and labour courts). The second is the environmental context, which was made up of prevailing economic and technological conditions, as well as the distribution of power in wider society, each of which is thought to influence or constrain the actions of actors engaged in industrial relations. The third is a so-called 'web of rules' that governs the employment relationship and is held to be the outcome of interactions between the actors.

The last is a 'binding ideology', which is a set of common beliefs and understandings that serve to encourage compromises on the part of each actor for the sake of making the system operable. An important aspect of this framework conceives the industrial relations system as self-adjusting towards equilibrium. In so far as change in one element had repercussions for the other elements, they are held to set in motion a range of processes that invariably restores a sense of order on the system.

Social Learning Theories

Social Learning Theory of Bandura and Double Loop Learning of Argyris, have been found to have great relevance in the context of training and development. Bandura's social learning theory got the widest acceptance because of its complete but parsimonious interpretation of social

learning (Davis & Luthans, 1980; Manz & Sims, 1981). Bandura's theory explains human behavior in terms of a continuous reciprocal interaction between cognitive, behavioral, and environmental determinants. Learning takes place both as a result of experienced responses (i.e., operant view of learning) and vicariously through observing the effects on the social environment of other people's behavior. In explaining his theory of modeling, Bandura (1969, 1976, 1977) considers four distinct components or sub-processes: attention, retention, motor reproduction, and motivational processes. These processes explain the acquisition and maintenance of observational learning or modeling (Davis & Luthans, 1980).

Social learning theory plays an important role in training and development. First, the manager, by becoming a role model for his/her coworkers, can improve their behavior. In fact employees are more likely to imitate their superiors than their peers because of their status, experience and reward power. Second, modeling has a considerable role to play in implementing a self-managed approach through self-observation and self-monitoring (Davis & Luthans, 1980). Third, for improving the effectiveness of training, a vicarious or modeling principle has been proposed to be used in four stages, namely, 1) presentation of models displaying the desired behaviors, 2) imitation or rehearsal by the observer of the modeling behaviors; 3) social reinforcement or favorable recognition for adoption of the modeled behaviors by the observer; and 4) transfer of training to encourage the use of learned behaviors back on the job (Goldstein & Sorcher, 1974;

Manz & Sims, 1981).

Argyris (1976) proposes double loop learning theory, which pertains to learning to change underlying values and assumptions. The focus of the theory is on solving problems that are complex and ill structures and which change as problem-solving advances. In single loop learning members of an organization respond to environmental changes by detecting and correcting errors which permit the organization's underlying norms, policies and objectives (Argyris, 1978). In recent years Argyris has focused on a methodology for implementing action theory on a broad scale called "action science" and the role of learning at the organizational level (Argyris, 1993).

Transactional Theory of Leadership

The transformational-transactional theory of leadership as explained in Saowalux and Peng (2007), Burns (2008), conceptualizes two factors to differentiate “ordinary” from “extraordinary” leadership: transactional and transformational leadership. Transactional leadership is based on conventional exchange relationship in which follower’s compliance (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise followers consciousness levels about the importance and value of designated outcomes and ways of achieving them. They also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization. Such total engagement (emotional, intellectual and moral) encourages followers to develop and perform beyond expectations (Burns, 2008; Bass, 2005). Burns (2008), observes that transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organization’s objectives and strategies. Bass (2005), observed that transactional leaders work their organizational cultures following existing rules and procedures, while transformational leaders change their cultures based on a new vision and a revision of shared assumptions, values and norms. When an organization must adapt to changes in technology, its leadership is a critical factor in its successful change.

Empirical Review

Recruitment and Selection

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. The focus of recruitment and selection according to Montgomery (2006) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For

this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Odiome (2004) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. Indeed Smith et al. (2009) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis.

Terms and conditions of service

Boxall and Purcell (2003) agree that Terms and conditions is the most fundamental principle in labour management. Although it is crucial in every organization to give thought to the needs of employees, this is particularly important in a context of labour scarcity, where workers have considerable choice among competing employers and it is very hard to attract and retain the individuals that an organization needs. Moreover, the control of the behavior of human assets is always limited and for that reason it is important that both parties exercise trust (Boxall& Purcell, 2003).

Organizations also should attend to the problem of fairness, especially in the area of HR-flow where employees' careers might strongly be affected by practices, such as hiring and promotion. Without perception of fairness of the HR-flow policies, employees are not likely to develop commitment to the organization (Beer *et al.*2004). From the Harvard model and notions of Boxall and Purcell (2003) come forward that involvement of employees, investment in their development, trust and fairness are of strategic importance for organizations.

Training and development

Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness and performance at work. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviours that can be transferred back to the workplace. (Charnov 2000) Development is a process that

“strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them”.(Garavan, Costine, and Heraty 2005).

Training is one element many corporations consider when looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be trained. Training and development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others’ experiences therefore, it is not uncommon to hear excuses regarding why someone has not received training (Choo, 2007).

Leadership

According to Squires (2001), leaders are concerned with the spiritual aspect of their work, that is, they have followers who deeply believe in them and they possess a latent power in organizations. However, managers deal with mundane tasks such as allocation of roles, tasks and resources needed to achieve organizational goals, coordination of the allocated activities and processes and monitoring the everyday operation of the organization. Managers are associated with periods of stability; leaders with periods of turbulence (Bryman, 2003). When people are at peace, happy and satisfied there is hardly any need for leadership. On the other hand, when the human condition is at stake and the situation urges someone to step forward and initiate change, the need for leadership is high (English, 2002). In addition to this, leaders have a vision of the future and they develop strategies that are necessary to bring about changes needed to achieve that vision. However, managers take incremental steps and create timetables to achieve those results (Carlson, 2006).

Day (2000) also states that leadership is creating and maintaining a sense of vision, culture, and interpersonal relationships. However, management is coordinating, supporting, and monitoring the activities of an organization. Hersey and Blanchard (2009) claim that leadership is a broader concept than management. Management is a sub skill of leadership in which achieving organizational goals is of paramount importance. Leadership involves working with and through people so as to accomplish goals but not necessarily organizational goals.

Data Analysis/Findings

Regression analysis

Regression Model Summary

Model	R	R Square
1	0.849	0.811

Predictors: (Constant), X1, X2, X3, X4

The study further used one way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green & Salkind (2003) posits that one way Analysis of Variance helps in determining the significant relationship between the research variables. Table 4.10 hence shows the regression and residual (or error) sums of squares. The variance of the residuals (or errors) is the value of the mean square which is 2.271. The predictors X1, X2, X3 and X4 represent the independent variables notably; (X₁) recruitment and selection, (X₂) terms and conditions of employment, (X₃) training and development (X₄) leadership effects as the major factors affecting performance of uniformed officers of the Kenya prisons service.

Table 4.10 presents the results of ANOVA test which reveals that all the independent variables notably; (X₁) recruitment and selection, (X₂) terms and conditions of employment, (X₃) training and development (X₄) leadership effects have a significance effect on performance of uniformed officers of the Kenya prisons service. Since the P value is actual 0.00 which is less than 5% level of significance. Table 4.10 also indicates that the high value of F (83.281) with significant level of 0.00 is large enough to conclude that all the independent variables significantly affects performance of uniformed officers of the Kenya prisons service.

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	P-Value.
1	Regression	9.018	4	2.271	83.281	.000
	Residual	1.001	37	.027		
	Total	10.019	41			

a. Predictors: (Constant), X1, X2, X3, X4

b. Dependent Variable: Y

Table 4.14 presents the results of the test of beta coefficients which indicates that the significant relationship between independent variables notably; (X₁) recruitment and selection, (X₂) terms and conditions of employment, (X₃) training and development (X₄) leadership effects and dependent variables Y= performance of uniformed officers of the Kenya prisons service. As presented in table 4.11, (X₁) recruitment and selection coefficient of 0.886 was found to be positive at significant level of 0.001 and this indicates that recruitment and selection has a positive effect on performance of uniformed officers of the Kenya prisons service. (X₂) terms and conditions of employment coefficient of 0.547 was found to be positive at significant level of 0.004 and this indicates that terms and conditions of employment has a positive effects on performance of uniformed officers of the Kenya prisons service. (X₃) training and development coefficient of 0.634 was found to be positive at significant level of 0.003 and this indicates that training and development has positive effects on performance of uniformed officers. (X₄) leadership coefficient of 0.784 was found to be positive at significant level of 0.002 and this indicates that leadership has positive effects on performance of uniformed officers of the Kenya prisons service. This clearly demonstrates that all the independent variables significantly affects performance of uniformed officers of the Kenya prisons service but the relative importance of each independent variable was different. However, since the significance values were less than 0.005, all the coefficients were significant an thus the regression equation was;

$$Y = 217 + 886X_1 + 547X_2 + 634X_3 + 784X_4 + X_5 + e$$

Coefficients

	B- Coefficients	Std. Error	Sig F
(Constant)	0.217	.221	.005
X1	0.886	.193	.001
X4	0.784	.193	.002
X3	0.634	.172	.003
X2	0.547	.165	.004

Dependent Variable Y

The regression model above has established that taking all the independent variables into account notably; (X₁) recruitment and selection, (X₂) terms and conditions of employment, (X₃) training and development (X₄) leadership effects constant at Zero affects performance of uniformed officers of the Kenya prisons service (0.217). The results presented also shows that taking all other independent variables at zero, a unit increase in recruitment and selection leads to a 0.886 increase in performance of uniformed officers of the Kenya prisons service; a unit increase in terms and conditions of employment leads to 0.547 increase in performance of uniformed officers of the Kenya prisons service; a unit increase in training and development leads to 0.634 increase in performance of uniformed officers of the Kenya prisons service and a unit increase in leadership leads to 0.784 increase in performance of uniformed officers of the Kenya prisons service. Inferences can therefore be made that recruitment and selection followed by leadership, training and development and terms and conditions of employment affects performance of uniformed officers of the Kenya prisons service. These findings echoed findings by Oliveira and Martins (2011) who found out that performance in many developing nations is greatly affected by the recruitment and selection, terms and condition of employment, training and development and leadership. The study therefore concluded that through improvement of recruitment and

selection, training and development and leadership performance of uniformed officers of the Kenya prisons service would be increased.

REFERENCES

Afshan,S., Sobia,I.,Kamran,A. &Nasir,M. 2012. Impact of training on employee performance: Interdisciplinary Journal of Contemporary Research in Business 4, 6.

Argyris, C. (1976) *Increased leadership effectiveness*. New York; Wiley

Argyris, C. (1978) *Organizational Learning: A Theory of action perspective*. Reading

Argyris, C. (1993) *On organizational Learning*, Cambridge, MA: Blackwell

Armstrong, M. (2009), *Armstrongs Handbook of Performance Management*. An evidence –

Bandura, A. (1969). *Principles of Behavior Modification*, NY: Holt.

Bandura, A. (1976) "*Effective Change through Participant Modeling*", In J.D. Krumboltz

Bandura, A. (1977) *Social Learning Theory*. New Jersey, Prentice Hall Inc.

Barney, (2001): *Deterioration Phenomena of Selected Housing Estates in South*.
based guide to delivering high performance. 4thEdition.Kogan page.

Bass, B M (2005) *Leadership and Performance*, Newyork, Free Press.

Behavior", *Academy of management Review* 5, 281-90

Boxall (2006, 2008),*The Structure of Scientific Revolutions*, 3rd ed, the University of Chicago
Press. Chicago.

Boxall, P. and Purcell, J. (2003) *Strategy and Human Resource Management* Palgrave
Macmillan.

Braxton, A (2008) *Leadership and Performance*, Newyork, Free Press.

Buchner, T W (2007), *Performance management theory: A look from the performance*

Burns (2008), 'Intergovernmental Group of Experts on Competition Law and Policy Geneva,
Burns, J M (2008), *Leadership*, Newyork, Harper & Row.

Catano, F. (2010)). '*Qualitative Data as An Attractive Nuisance: The Problem of Analysis*',
Administrative Science Quarterly, 24, p590-601.

Chamoun, (2006), *Handbook of Emotions*, second edition. New York: Guilford Press.

Choo, C.W. 2007. Information seeking organizations: Epistemic contexts and contests.
Information Research 12(2).

Clements &Gido, (2003), *Research Methodology: Methods and Techniques*. New Delhi: Wiley.

Covey, S. (2002), *Principle – Centered Leadership*, Simon & Schuster.

Davis, T.W. and Luthans, F.A. (1980) "A social Learning Approach to Organization
Department of Employment (1974), *Company Manpower*, HMSO.

Dessler,G (2011), *Human Resource Management* 12th Edition. Pearson.
Development, London.

Dixon, N.F(2004) *On the psychology of military incompetence*, London,Pimlico.
Dynamics, autumn, pp442 – 47.

Gay,L.R (1981), *Educational Research: Competencies for analysis and application*. Charles E.

Goldstein, A.P. and Sorcher, M. (1974). *Changing Supervisor Behavior*, New York,

Goodwin (2005), *Marketing and Introduction* 4th edition, MC Graw hill publishers Hall, New
Jersey, United States of America.

Graham, J. W., & Hofer, S. M. (2000). Multiple imputation in multivariate research. In T. D.
Little, K. U. Schnabel, & J. Baumert (Eds.), *Modeling longitudinal and multiple-group
data: Practical issues, applied approaches, and specific examples*(pp. 201–218).

- Green and Salkind, (2003). *Using SPSS for Windows and MacIntosh: Analyzing and understanding data*. Upper Saddle River, NJ: Prentice Hall.
- Greenberg, J & Tyler. R.T, (2007), *Why procedural justice in organizations ?* Social justice
- Guilherme, Giovana, Maria and Gabriel, (2011), *Constitution of Society: An analysis*. International Journal of Management, 23 (4), 845-850.
- Joppe, M. (2000). *The Research Process*. (2nd Edition). Pearson Publishers
Kenya.
- Kerzner, R. (2001) *Cities and the creative class*. City and Community. V. 2, no. 1
- Kothari C.R,(2013), *Research methodology methods and techniques* (second revised Edition)
- Latham P& Locke A (1979), *Goal Setting: a motivational technique that works*, Organizational
London.
- Lundvall, B. Å. (2001), (eds) *The Globalizing Learning Economy*, Oxford University Press
MA: Addison-Wesley Publishing Company (Schon, D.A) Mairill publishing
company. A .Bell & Howell company. Collumbus , Toronto, *management*, Personnel
Review, 25 (6) pp66 – 84.
- Maria, Å. (2011), *Innovation Policy in the Globalizing Learning Economy* in Archibugi, D.,
- McBeath, D.(2006), *The Human Side of the Enterprise*, McGraw – Hill.
- McBeath, G&Rands, D.N (2006), *Salary Administration*, Business Books.
- Mugenda O.M and Mugenda A.G (2003), *Research Methods. Qualitative and Quantitative*
- Mugenda, A, G, (2013) *Qualitative Research Methods introduction*. ARTS Press, Nairobi
New Age International (P) Ltd publishers.
- Ngulube and Tafor, (2006). “*Modeling Altruism and Spitefulness in Experiments.*” *Review of Economic Dynamics*, July, 1:3, pp. 593-622.

- Oliveira, T. and Martins, M.F. (2011). "Determinants of information technology adoption in Portugal", ICE-B 2009: Proceedings of the international conference on e-business, Milan. Italy, July, pp 264-270.
- Osdorne, M.J. & Rubinstein, (2000) Educational research: Basic Issues and Methodology. Wisdom Publishers Ltd. Ibadan. P 1-5.
- Price, A (2011), *Human Resource Management* 4th Edition. South – western Cengage learning. *Productivity*. East African Educational Publishers, Nairobi. Research, 1 (2). 127 – 142.
- Robertson, I T, Smith, M and Cooper, C L (2002) *Motivation*, Institute of Personnel and
- Sagimo .P.O. (2011), *Management Dynamics. Towards Efficiency, Effectiveness, Competence &*
- Saowalux and Peng (2007) *Qualitative Research and Evaluation Methods* (3rd Edition). London: Sage Publications.
- Saowalux and Peng (2007), *Qualitative Research and Evaluation Methods* (3rd Edition). London: Sage Publications.
- Sparrow, J. (2002, *A Historical Introduction to the Philosophy of Science*, 3rd ed., Opus, Oxford. the free press.
- Thomson,R (2002), *Managing People*. Routledge London &Newyork.
- Walker, J. (2009). *The Research Process*. (3nd Edition). Pearson Publishers
- Watson, G. (2002). *The View from Nowhere*.Oxford University Press. Oxford.
- Winstanley, D & Stuart – Smith, K (2006), *Policing Performance: The ethics of performance* Winston.
- Zinbarg,M.(2005). *Research Methods*, (2nd Edition). Newjersy: Pearson Publishers