INFLUENCE OF POST TRAUMA MANAGEMENT PRACTICES ON PERFORMANCE OF NATIONAL POLICE SERVICE PROJECTS IN NYERI COUNTY, KENYA

ALICE WANJIKU IRUNGU

A RESEARCH PROJECT PROPOSAL SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF ARTS PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.

2020

DECLARATION

Students Declaration

I declare that this is my original work and has not been submitted for examination in any other University

Signature…….. Date……

ALICE WANJIKU IRUNGU

REG NO: L50/23811/ 2019

Supervisor's Approval

This research project has been submitted for examination with my approval as the University Supervisor.

Signature ……..Date……

Dr.Anthony Ndungu
Lecturer,
University of Nairobi,
School of Open and Distance Learning.

DEDICATION

I dedicate this project to my dear husband David Kagonye for financial and moral support from the start to the end of the course , My lovely daughters Nancy Waithanga and Mary Wairimu, My sons Peter Muhia and Darren Irungu for their believe in me, May God bless them all abundantly

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ABBREVIATIONS AND ACRONYMS

COMPOL	Commissioner of Police
DCI	Directorate of Criminal Investigation
IACP	International Association of Chiefs of Police
IGP	Inspector General of Police
IP	Inspector
LEO	law enforcement officer
OCPD	Officer Commanding Police Division
OCS	Officer Commanding Police Station.
PC	Police constable
SGT	Sergeant
SPSS	Statistical Package for Social Sciences
SSP	Senior Superintendent of police
UCR	Uniform Crime Report
SUBCOM	Sub -county commander

ABSTRACT

This study was concerned with the influence of post trauma management practices on performance of national police service projects in Nyeri County. Specifically, the study sought to establish the influence of staff training on post trauma management practices ,effective implementation on post trauma management practices, legal framework on post trauma management practices and how availability of resources influence performance among staff at National police service. The research employed descriptive research design to obtain data; Convenience sampling technique was utilized to draw a sample of 76 respondents from 104 Kenya police and administration police officers in Nyeri central police station. In addition, a structured interview was conducted on 8 purposeful selected OCS, OCPD, County Commander, and Sub-County commanders for interview. After data collection, Descriptive statistics and inferential statistics were the statistics produced. The specific descriptive statistics included frequencies, means, and standard deviations, and was presented in the form of frequency tables and a multiple linear regression model. Data from the study was edited, coded and analyzed using Statistical Package for Social Sciences (SPSS). Content analysis was used to analyze qualitative data, while descriptive statistics was used to analyze quantitative data. Raw data drawn from the responded questionnaires was ran through Statistic Package for the Social Science (SPSS version 25) software for analytical purpose. The study established that staff training on trauma management practices have a profound effect on psychological aspect that have a far-reaching impact on performance of national police service projects, that effective implementation on post trauma management practices influences performance of national police service projects and that legal frame work on trauma management and availability of resources aids in meeting officers' social welfare thereby boosting performance of national police service projects in the police service in the area of study. The study recommended that the government need to periodically subject police officers in Nyeri County to training on security, investigation matters and trauma management, the National Police Commission should champion for improved welfare for police officers to escalate morale and consequently performance of national police service projects, and that there is need for National Police Commission to improve the working conditions of police officers in terms of trauma management ,working relationship, occupational tenure, and officers safety.

CHAPTER ONE

1.0 Introduction

In this chapter, the study comprises of background of the study, purpose of the study, objective of the study, significance of the study, Assumptions of the study, Limitations of the study and the delimitations of the study. It will also include definition of the significant terms and the organization of the study.

1.1 Background to the Study

From a global perspective, law enforcement officers are widely recognized as having one of the most dangerous and stressful occupations (Daniels et al., 2019). Officers are often exposed to life-threatening situations such as disturbance calls, arrest situations, investigating suspicious persons or circumstances, traffic pursuits and stops, and ambushes (Crosby & Lyons, 2016; McCaslin et al., 2006;)Ambush-related attacks have continuously been a threat to police officers in the United States. According to Daniels, Sheets, Wright, and McAllister (2019), "The Federal Bureau of Investigation's Uniform Crime Report (UCR) defines an ambush against a law enforcement officer (LEO) as 'Assigned or on-view activities where the officer is assaulted, unexpectedly as the result of premeditated design by the perpetrator(s).'" (p. 4.). Although people tend to emphasize the physical danger associated with the work of police officers, the psychological danger of this work tends to be overlooked (Violanti, 2006).

In the current version, DSM – Fifth Edition (DSM-5), PTSD is the diagnosis for individuals who have been exposed to "actual or threatened death, serious injury or sexual violence" (DSM-5, American Psychiatric Association, 2013, p. 271). These individuals can experience this type of exposure in four different ways: direct experience of the traumatic event, witnessing the event occur to others, learning of a traumatic violent or accidental event that occurred to a close family member or friend, or experiencing aversive details of a traumatic event repeatedly or having extreme exposure to those details. Individuals must also experience a disturbance for more than one month in the following categories: intrusion, avoidance, negative alterations in mood, and alterations in arousal and reactivity.

These disturbances must either cause a clinically significant level of distress or impairment to the individuals in occupational, social, or other important areas of functioning (DSM-5, American Psychiatric Association, 2013.

Regionally, specifically in Africa, police officers are often exposed to multiple traumatic experiences during their career, putting them at an increased risk for developing psychological disorders. These types of traumatic experiences can also affect an officer's physical health (Andersen & Papazoglou, 2016; Hartley, Sarkisian, Violanti, Andrew, & Burchfiel, 2013). Regardless of the nature of the traumatic event, there are many factors that must be considered. A prevalent result of experiencing a traumatic event is post traumatic stress disorder (PTSD). Symptoms and severity vary widely based on the individual. Reactions to events and degree of recovery also vary significantly based on prior risk factors. Risk factors can be categorized as pretraumatic, peritraumatic, and post traumatic (American Psychiatric Association, 2013).

Police officers are subject to stressful events on a daily basis, with multiple exposures in a single day being common. It is vital that symptoms of stress-related disorders are recognized early so that interventions can take place. Successful recovery may be determined by early intervention and the individual's level of resilience. In addition, it is critical to conduct regular assessment of officers to ensure timely treatment. Attitude, preparedness, and social support play a role in a successful recovery. Additionally, officers may be at a greater risk for subsequent distress when a greater personal threat is perceived during a critical incident (McCaslin et al., 2006).

Locally in Kenya, since police officers are frequently exposed to traumatic events, it is important to determine the effects these events have on them. Leigh Wills and Schuldberg (2016) examined the impact of work environment stress, cumulative exposure to traumatic events, and posttraumatic stress symptoms on personality traits of police officers. The traits were examined from baseline to five to ten years later. The results indicated that the mean scores of the personality traits of well-being, good impression, independence, and empathy declined. The decline in these traits were moderately- to highly correlated with post-traumatic stress symptoms. However, they were not correlated with the traumatic event exposure.

The Performance in National Police Service has drawn attention from internal and external environment where it is viewed that police Service is the Most corrupt institution in the Country and every year ranked number one and has the highest number of complains.

There are so many factors that may lead to police officers being the most corrupt and taking a lot of bribes, factors like poor remuneration, the nature of their work, poor working conditions, the legal framework where most of them are not considered in promotions by their leaders and stuck in the same rank for many years as well as trauma experiences and how it is managed. The skills and knowledge that are required by them in order to handle the matters such as investigation of crimes in depth that will enable the prosecution and judiciary to know what exactly the nature and cause of crime was so as to deliver justice to public requires a well laid strategy for post trauma management.

Decentralization has a long history in Kenya. Following independence in 1963, the British colonial government proposed a system of regional governments based on ethnic and tribal considerations (Institute of Economic Affairs, 2011). This plan was quickly dropped by the Kenya National African Union, the dominant political party at the time. Instead, the party created a unitary state with eight provinces and 175 local authorities (Republic of Kenya, 1977). This structure effectively centralized power with the government in Nairobi, minimizing the control of resources exercised at lower levels (NORAD, 2009). Under this act, the Ministry of Local Government provided strong central oversight of local governments, and government policy was enacted throughout the provinces. Although local authorities were responsible for service provision, they had little decision-making authority under this system (Kunnat, 2009).

With the constitution of Kenya 2010 and the National Police Service Act 2011 it offers a wider constitutional and legal framework for policing, there are no clear regulations or policies with detailed guidelines on how policing should be implemented (Gitau, 2017). Lack of clear policy and guidelines translates to a lack of a strong relationship between the public and the police for effective implementation of post trauma management in national police service .Therefore, at county level in Kenya, there have been minimal studies examining post-trauma management among police officers.

The police departments have been dependent on the central government initiatives without insight from academic studies and other independent observers. The departments have only been open to public studies in the previous decades with changes in governance. There is a need to carry out studies to examine the phenomena hence the current study focusing on Nyeri County.

1.2 Statement of the Problem

Performance is affected by different factors at work place. Employees' performance is a crucial aspect in the survival of organizations. Some organizations' outputs have dwindled as a result of performance of employees, in some cases leading to high turnover. National Police Service as an entity in Kenya has in the recent past been on the spotlight due to insecurity that some quarters have attributed to negative synergy among the police officers in fighting crime. The police have been perceived as being dedicated to work leading to crimes that are preventable Although the unfolding have existed for quite long period, little attention has been paid to the factors contributing to undedicated police force despite modernization of the sector in terms of extension of training period, and procurement of modern equipment for the police service by the government.

Therefore the researcher intends to establish what influences performance of national police service projects at the national police service with a focus of Nyeri County, an area experiencing high crime rate in the country.

Police officers are often exposed to multiple traumatic experiences during their career, putting them at an increased risk for developing psychological disorders. These types of traumatic experiences can also influence performance of national police service. Regardless of the nature of the traumatic event, there are many factors that must be considered. A prevalent result of experiencing a traumatic event is post traumatic stress disorder (PTSD). Symptoms and severity vary widely based on the individual. Reactions to events and degree of recovery also vary significantly based on prior risk factors. Risk factors can be categorized as pre traumatic, peri-traumatic, and post traumatic. Police officers are subject to stressful events on a daily basis, with multiple exposures in a single day being common. It is vital that symptoms of stress-related disorders are recognized early so that interventions can take place.

Successful recovery may be determined by early intervention and the individual's level of resilience. In addition, it is critical to conduct regular assessment of officers to ensure timely treatment. Attitude, preparedness, and social support play a role in a successful recovery. Additionally, officers may be at a greater risk for subsequent distress when a greater personal threat is perceived during a critical incident. Although people tend to emphasize the physical danger associated with the work of police officers, the psychological danger of this work tends to be overlooked. It is against this backdrop that this current research study seeks to evaluate effects of post trauma management practices on performance of the national police service in Nyeri County

1.3 Purpose of the study

The purpose of the study was to find out the influence of post trauma management practices on performance of staff at national police service projects, in Nyeri County, Kenya.

1.4 Objectives of the Study

This study aimed at achieving the following objectives:-

i. To determine the extent to which staff training on post trauma management practices influence performance of the national police service projects in Nyeri County, Kenya
ii. To establish the extent to which effective implementation on post trauma management practices influence performance of staff at National police service projects in Nyeri county
iii. To examine the influence of legal framework on post trauma management practices in the police service in Nyeri projects county
iv. To explore the extent to which availability of resources influence performance among staff at National police service in Nyeri projects county

1.5 Research Questions

This study will be guided by the following research questions;

i. To determine extent to which staff training on post trauma management practices influence performance of the national police service projects in Nyeri County?

ii. In what way does effective implementation of post trauma management practices influence performance in the national police service in Nyeri County?

iii. How does legal framework on post trauma management practices influence performance in the police service in Nyeri County?

iv. To what extent does availability of resources influence performance in the national police service projects in Nyeri County?

1.6 Significance of the Study

Performance is key to organization performance and survival. This study had both theoretical and practical implications. On the practical realm, it will have a great significant to Kenya police top management to understand the factors that influence performance in the national police service projects so as to put in place strategies to improve performance in the execution of their duties. The study will help different organizations such as Internal Security and others to know the factors influencing performance in the national police service projects in Nyeri County so as to implement the recommendations of this study.

The study will be of great significant to general public who interacts much with the police officers in their security protection and their property in understanding what triggers the action of each police in their performance.

Theoretically, this study will stimulate other researchers to conduct similar study in post trauma management to ascertain reliability of research findings or carry out the study in other counties in Kenya in order to compare results. It will provide them with relevant literature to use in their studies and provide them with a deeper insight of the relationship with other variables and performance in the national police service.

1.7 Assumptions of the study

The study assumed that the respondents were ready and available to answer the questions therefore the researcher sought permission from station heads to inform their staff members about this study. The researcher also assumed that the respondents were cooperative and questionnaires issued were returned on time and well completed in order to get valid data. There was also an assumption that respondents answered truthfully.

1.8 Limitation of the study

A major limitation in the research is inadequate literature on factors influencing performance of national police service projects. To overcome this researcher used the little information available in Kenya and those from developed world. Due to the nature of disciplined forces, they may be uncooperative. Some were reluctant to give information because of the fear of the unknown, and specifically fear that the information provided would be used against them. The research was covering a crucial area institution that needs a lot of privacy. Due to this some people especially top management in the national police service felt that the information they gave would be too sensitive and would end up revealing their weakness thus leading them to withdraw the information. But the researcher assured them of not disclosing the information and that it will only be for education purposes.

1.9 Delimitation of the Study

The study focused on influence of post trauma management practices on performance of police in Kenya. The study also explored the measure that police in Nyeri County have taken to enhance post trauma management. Additionally, the study sought to find out the policies that guide implementation of post trauma management in Nyeri County. The target population for this study were 104 commissioned officers in the National Police Service, Nyeri county Police Stations. Commissioned officers are involved in the study since they are directly involved in the police. The study took a duration of six months.

1.10 Definition of significant Terms

Legal framework: These are the legally binding rules that govern the rights and responsibilities of National police service on post trauma management.

Availability of Resources: This is access to the right resources for post trauma management projects

Post-traumatic stress disorder (PTSD): A disorder resulting from experienced traumatic events, that include, but are not limited to war, threatened or actual physical assault, threatened or actual sexual violence, being kidnapped, being taken hostage, terrorist attack, torture, incarceration as a prisoner of war, natural or human-made disasters, and severe motor vehicle accidents

Culture: Culture includes the knowledge, belief systems, ideas, rules, meanings, art, morals, customs, and any other habits acquired as part of a society. It is socially transmitted behavior conceived as an abstraction from concrete social groups.

Police culture. An adaptive set of values, attitudes, and normative behavior that are widely shared among officers, who in the culture, find a way to cope with their working environment. Police culture is the ideas and ways of achieving and thinking about objectives that are shared by group members. Policing is also a culture that values masculinity as a core value.

Performance: Is the quality expected in a particular job from an employee to perform their Job well, which is most of the time determined, by motivation and the will and ability of the individual employee to do the job.

Job satisfaction: Extent to which employees like their work.

Implementation: This is the execution of the programs by the police and community as per the strategic plan of the government.

Factors influencing implementation: These are administrative and legal drawbacks that exist between the police and community in implementation of the post trauma management practices.

Effective implementation: These are strategies that the national police service use to put in place post trauma management programs

Staff Training: The process of learning the skills needed to perform a particular job or to manage a certain experience.

1.11 Organization of the Study

The study was organized into five chapters. The foregoing chapter one provided the background of the study, Objectives of the study, Research Questions, Significance of the Study, Limitation and delimitations of the study, Assumptions of the study, definition of terms and lastly organization of the study. Chapter two provided, literature review on Staff training on post trauma management practices, effects of Implementing post trauma management practices, availability of resources on post trauma management, the theoretical framework and the conceptual framework. In chapter three, the researcher outlined the research design, target population, sample and sampling techniques, research instruments, pilot study, validity and reliability of research instruments, data collection procedures and data analysis and presentation and ethical considerations. Chapter four presented how the collected data was analyzed, presented and interpreted. Chapter five contained the summary of findings, discussion, conclusions drawn and recommendations made.

TWO

LITERATURE REVIEW

2.1 Introduction

In this section of the study, the researcher looked at the various literature review by earlier researchers on performance of national police service projects.it further projected on influence of staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management practices and availability of resources influence on performance of national police service projects among staff at National police service. Its aim will be to give attention on the findings of earlier studies.

2.2 Staff training on post trauma management practices and Performance of National Police Service

Training have a significant impact on all aspects of police service delivery and is of critical importance in the control of police-community violence. It is an ingredient to the success of any policy, concept, strategy or intervention.

The cognitive theory is based on the fact that learning is built on existing knowledge. This type of learning leads to understanding of a subject matter and goes beyond simple cramming of the word Cole ,2011).It helps the learner to internalize the knowledge and apply in the real life .The learning is said to occur when the trainees construct their meanings and apply the knowledge and that is when training actually occurs (CIPD,2006).According to Amstrong (2012),training is defined as the planning and systematic modification of behavior which enables an individual gain skills, knowledge and attitudes which add value on an organization. Scholars like Piaget,(1973) believed that cognitive development is cumulative ,and understanding a new experience grows out of previous learning built experience; gained over the four stages of sensory- Motor(Birth -2yrs) preoperational (2-7yrs),Concrete operations (7-11yrs) and formal operations (11-16yrs).According to Illeris (2008)

Learning is complicated process which leads to permanent change in living organisms and must be discussed, analyzed, programmed while considering external and internal conditions for it to be reliable as well as adequate. The cognitive theory focuses on mental a process which covers perceiving, remembering, reasoning and at every stage of development new perspectives are gained on such areas such as morality and languages (Singer 7 Revenson, 1997).

Educational curriculum planning and new methods of teaching have been developed based on MC theory (e.g., Kelly & Tangney, 2006). MC interventions, where students have been enabled to identify their own dominant intelligences, and educators have responded to these, have been shown to have a positive impact on study skills and habits, and on students' attitudes towards educators (John, Rajalakshmi & Suresh, 2011). This finding illuminates a potential field for counselling research (i.e. to explore whether a client's ability to identify their own intelligence preference might have a positive effect on their therapy as well as attitudes towards their counsellor). Gardner's eight intelligences (Nolen, 2003) can be summarised as verbal linguistic (strong ability to use words), mathematical logical (ability with deductive reasoning), visual spatial (ability to use images and graphic designs), musical rhythmic (ability to express through music and rhythm), bodily kinaesthetic (ability with movement and use of the body), intrapersonal (awareness of internal moods and thoughts – also termed "emotional intelligence" [Mayer & Salovey, 1995, p. 197]), interpersonal (ability to learn and express through relating to others), and naturalist environmental (affinity with nature and living things).

The theory of MC can be used to discern a client's communication style, suggesting that focusing on individual communication styles can guide the way interventions are selected and utilised and enhance creativity in the counselling relationship (Keteyian, 2011). In addition Keteyian points out that the more counsellors are able to fully understand their own style, they will potentially make fewer assumptions about others.

Lohman (2001) argued that Gardner's (1983) denial of the existence of a central working memory and the importance of inductive reasoning abilities was misleading.

While Lohman acknowledged that the research on the practical application of Gardner's ideas within education has been positive, it seems to be the use of the term "intelligence' rather than "cognitive abilities" that has caused the most criticism. White (2004, 2008) and Eysenck (1998) presented several challenges to the way Gardner originally identified the intelligences. However, White (2008) acknowledged that the implementation of MC theory in educational settings may have increased students' self-esteem and motivation for learning thus why the researcher tried to establish the effects of staff training post trauma management on performance in national police service in Nyeri County.

2.3 Effective implementation on post trauma management practices and performance of the national police service

According to findings in the research conducted by Tierens et al. (2012), post traumatic reactions can also be experienced by witnesses of traumatic events. Their study examined the differences in post traumatic stress reactions between witnesses and victims of motor vehicle accidents. The results indicated that witnesses of motor vehicle accidents reported significantly less internalizing symptoms. These symptoms include post traumatic stress, fear, and depression. However, when compared to individuals who were never exposed to a motor vehicle accident with injury, the witnesses reported more externalizing symptoms, such as aggressive and rule- breaking behaviors. These results suggest that witnesses may also be at risk for developing post traumatic stress reactions .This suggests careful thought on the strategies to be used on each individual employee.

After reviewing the pretraumatic, peritraumatic, and post traumatic risk factors, it is not surprising that police officers are at an increased risk of experiencing traumatic symptoms. Patterson (2001) conducted a study to examine the relationship between demographic variables and number of traumatic incidents among police officers. It was found that police officers experience an average of over three traumatic events every six months. These traumatic events may include armed conflicts, abusive violence, providing assistance to victims, and handling dead bodies (Hartley et al., 2013). According to findings in the research conducted by Hartley et al. (2013), frequency, reference, and type of traumatic events were associated with PTSD symptoms among LEOs.

The results indicated that 60.1 percent of men and 46.4 percent of women police officers witnessed or were involved in five or more traumatic events within the past year. Additionally, it was found that over three-quarters of the police officers reported experiencing a traumatic event within the last month. Significant associations were also found between the frequency of traumatic events and PTSD symptoms in female police officers. However, the prevalence of PTSD between male and female police officers was similar.

A willingness to reveal highly personal information in email communications with a counselor is also evident among the college population. For example, out of 50 email communications with a counselor assigned to the students' cases at a college counseling center during a 14-month period, five related to suicidal ideation, six disclosed feelings of loneliness, and seven addressed symptoms of depression (Richards, 2009). In f2f counseling, it generally takes clients several sessions to disclose such information; only five individuals emailed a counselor more than once, suggesting that the majority of students disclosed highly sensitive information at the first point of contact (Richards, 2009

Burke and Shakespeare-Finch (2011) conducted a longitudinal study that examined the effects of exposure to traumatic events prior to becoming a police officer. The officers were followed from the time they entered the police academy until the completion of 12 months on the job, representing a span of 20 months. The officers were placed into a trauma group (43%) or no trauma group (57%). The results indicated that having a prior trauma experience before entering the police force had an impact on officers' experience of potentially traumatic events. The results suggest that the prior trauma may have had a positive impact on the way trauma and stresses are conceptualized with respect to the operational nature of the job. It may also suggest that prior exposure may facilitate adaptive responses to future traumatic events. This calls for a careful in depth understanding of the individual before settling on the strategies to utilize.

As discussed in the previous section, the study conducted by Pietrzak et al. (2014) found that the majority (77.8%) of police officers were in the resistant/resilient trajectory when looking at post traumatic stress symptoms following the World Trade Center collapse.

The police responders were significantly less likely than non-traditional responders to have elevated patterns of post traumatic symptoms. This finding is likely related to the high level of training and preparedness of police officers with respect to responding to traumatic events.

2.4 Legal Framework on Post trauma Management Practices and Performance of National Police Service

Counselling in Western countries has focused primarily on the verbal / linguistic and the logical / mathematical intelligences as vehicles for activating and using the interpersonal relationship, or intelligence. With the notable exception of creative arts-based strategies and somatic therapies, the practice of counselling appears to have evolved with an underlying assumption that clients communicate and process information in similar verbal and logical ways. By contrast, educational research has explored the improvement of learning outcomes when students' individual learning styles – or intelligence preferences – are used to construct learning tasks (e.g., Gouws & Dicker, 2011; Griggs et al., 2009; Kelly & Tangney, 2006). Perhaps similar advantages may result from counsellors adapting their methods and frameworks to individual client's intelligence preferences, or strengths.

The enactment of new constitution in 2010 saw enactment of new laws and guidelines on policing. The Constitution in Chapter 14 (244(e) requires the National Police Service to "foster and promote relationships with the broader society." In addition, the National Police Service Act 2011 provides for the creation of a more professional, independent and accountable police service. This prompted the researcher to explore various strategies which would be utilized by police as well as future project managers and researchers to promote post trauma management and foster job performance.

2.5 Availability of Resources and Performance of National Police Service

PTSD is a psychological response to seeing, hearing or experiencing an extremely stressing/ traumatic event such as war, physical torture, natural tragedy, accident, loss of someone close (Gilbert et al., 1988)kidnapping, terrorist attacks and other life frightening events (Tucker et al., 1999) resulting in a number of psychological, physiological and psychosomatic problems (Iribarren et al., 2005; Murthy and Lakshmi-narayana, 2006;

Niaz et al., 2006) such as flashbacks, depression, nightmares, regular avoidance of reminders of the event, insomnia, memory related problems, anxiety disorders, and drug abuse, negatively affecting the abilities and performance of the affected individual(Breslau, 2001). Meanwhile, employees who are more exposed to terrorist activities experience more signs of post-traumatic Stress disorder (Hodgins et al., 2001).

Post-traumatic stress disorder was initially found in people who have been through traumatic situation in their lives e.g. war veterans, assault and terrorism victims (Maes et al., 2001) and got prominence after the Vietnam war. On the other hand traumatic events in personal life also have a negative impact on employee's professional life usually resulting in absenteeism (Maes et al., 2001; McFarlane, 2000).

PTSD can be developed as a result of both man-made and natural traumatic events, and employees who work with victims are more likely to develop stress (Weiss, 2002).The exposure of symptoms differ from person toperson (Fox and Lief, 1963; Halpern, 2001) some may experience it for a longer time, while in some cases trauma may become chronic.

When there are no sufficient resources to support the police, the public loses trust in the capacity of the police, which negatively affects their willingness to cooperate in post trauma management projects as well as community policing. While equipping the police is not a sufficient condition for solving the problem of police performance, it is apparent that the common difficulty that in post trauma management projects likely to be encounted in developing countries like Kenya is inadequate police resources and capacity. Poor police response to calls of crime has been blamed on inadequate resources and equipment. Responding effectively to the diversity of calls for service as well as to an increasingly wide range of crime and disorder issues, while attempting to meet public demands for a visible presence, presents significant pressures on police resources. Therefore, due to scarcity of resources, the police are forced to make decisions on which crimes to attend to at the expense of others.

The principal cause of dysfunctional policing is the severe scarcity of resources with which the police must contend with (Pelser, 1999). Policy makers and policing institutions need to invest in basic police infrastructures, particularly around information technologies and organizational reform, to achieve success in reducing and preventing crimes into the 21st century. Resources are needed to change the basic infrastructure of information technology systems and organizational structures to make them complementary to community policing and problem-oriented policing (Gitau, 2017).This will help in solving the problem of post trauma disorders amongst the police.

2.6 Theoretical Framework

Several theories on post trauma management have been developed and forwarded by different authors. This study presents three theories to explain the factors that affect effective implementation of post trauma management projects.

The theories selected to provide a theoretical base for this study were Bandura's (1971, 1977) social learning theory, Lazarus and Folkman's (1984) theory of cognitive appraisal and institutional theory(Kondra and Higgins ,1998,p744) which was applied to examine performance measurement. The use of this three theory, provided guidance that was used to demonstrate the role that observation, environmental factors, appraisal, and cognitive processing played in the development of adaptive coping strategies and management of trauma among male and female law enforcement officers.

2.6.1 Social Learning theory

Albert Bandura is known as the father of cognitive theory. He was born December 4, 1925 in a small town in northern Alberta, Canada, located approximately 50 miles from Edmonton. Bandura's early education consisted of one small school with only two teachers. (Stokes, 1986). Albert Bandura soon became fascinated by psychology after enrolling at the University of British Columbia. He had started out at biological sciences major, his interest in psychology formed quite by accident.

He was working nights and commuting to school with a group of students who arrived much earlier than his other courses started. (Pajares, 2004).

In 1949 he graduated from the University of British Columbia with a degree in Psychology. He received his Ph.D. in Clinical Psychology from the University of Iowa in 1952. After he finished his PhD because of his famous studies and searches Bandura was elected as the president of the American Psychological Association in 1974. He was also elected as the outstanding lifetime contribution to Psychology, American Psychological Association in 2004. Among all scholars Bandura was known as the father of the Cognitive Theory. (Bandura, 2006a)

Based on previous studies, learning is defined as "A persisting change in human performance or performance potential as a result of the learner's interaction with the environment" (Driscoll, 1994, pp. 8-9). Learning is also elucidated by Weinstein & 4 Mayer (1986) as "The relatively permanent change in a person's knowledge or behavior due to experience" (p. 1040). On this point, Shuell (1986) clarified learning as "An enduring change in behavior, or in the capacity to behave in a given fashion, which results from practice or other forms of experience" (p. 412).

Learning theories see the environment as the major force in development. (Hoffman, 1993). Scholars categorized learning theories as Behaviorism, Social Learning Theory (SLT) and Social Cognitive Learning Theory (SCLT). In the context of study, Albert Bandura is arguably the most eminent living psychologist. His Social Cognitive theory has influenced many areas of inquiry: education, health sciences, social policy and psychotherapy among others.

Bandura (2006a) often objects to being associated with American behaviorists primarily because he views his theory as "cognitive" and not "behaviorist." That objection notwithstanding, his emphasis on the social origins of cognitive processes is why his work falls within the exogenous paradigm of the behavior of others, and these acquisitions can be learned without being directly reinforced. (Green & Peil, 2009) developmental theories. In short, assumptions of the theory according to him in his argument is that individuals learn both behaviors and cognitive strategies by observing.

owever, Social learning theory as a concept is increasingly cited as an essential component of sustainable natural resource management and the promotion of desirable behavioural change. (Muro & Jeffrey 2008). This theory is based on the idea that we learn from our interactions with others in a social context. Separately, by observing the behaviors of others, people develop similar behaviors. After observing the behavior of others, people assimilate and imitate that behavior, especially if their observational experiences are positive ones or include rewards related to the observed behavior. According to Bandura, imitation involves the actual reproduction of observed motor activities. (Bandura 1977).

SLT has become perhaps the most influential theory of learning and development. It is rooted in many of the basic concepts of traditional learning theory. This theory has often been called a bridge between behaviorist learning theories and cognitive learning theories because it encompasses attention, memory, and motivation. (Muro & Jeffrey 2008). However, on this regards, Bandura believes that direct reinforcement could not account for all types of learning.

In this regard he stated that, trauma originates because of a response to a trauma or an environmental condition. Moreover, the development of trauma occurs because of biological, cognitive, and behavioral/learned determinants (Schneiderman, Ironson, & Siegel, 2005).

Conversely, coping skills are identified as cognitive responses that have been reported to be created due to learned behavior and appraisal (Baqutayan, 2015). Based on these premises, the social learning theory was useful in examining the cognitive and behavioral aspects of trauma and coping because, according to the theory, learning is a cognitive process that occurs in a social context due to the factors of observation and direct instruction (Bandura, 1971, 1977). Moreover, Bandura concluded that reciprocal determinism occurs due to the factors of cognition, the environment, and behavior mutually influencing each other. The management of trauma and development of adaptive coping strategies can be influenced by the observations of others or because of environmental factors negating an individual's psychological resilience (de Terte et al., 2014).

2.6.2 Theory of cognitive Appraisal

The concept of cognitive appraisal was advanced in 1966 by psychologist Richard Lazarus in the book Psychological Stress and Coping Process. According to this theory, stress is perceived as the imbalance between the demands placed on the individual and the individual's resources to cope (Lazarus & Folkman, 1984). Lazarus argued that the experience of stress differs significantly between individuals depending on how they interpret an event and the outcome of a specific sequence of thinking patterns, called appraisals (Lazarus, 1991).

Lazarus (1991) on the other hand, as an assumption contended that trauma is a two-way process involving the production of traumas' and the response of the individual introduced to the traumaor. Moreover, Lazarus suggested that there is a relational, motivational, and a cognitive aspect related to the appraisal of emotions. The motivational aspect of appraisal involves assessing goals and an evaluation of a situation to determine if the situation is relevant to the established goals. Likewise, the cognitive component includes an appraisal of the situation, involving its relevance and significance to an individual's life. Finally, the relational aspect suggests emotions are interrelated to the individual and their relationship with the environment (Lazarus, 1991).

In the concept of theory of cognitive appraisal, Lazarus and Folkman's (1984) suggested that cognition and appraisal influence perceived coping ability, appraisal of perceived di trauma, and level of self-efficacy. Because coping and trauma are considered a conscious effort partially controlled by personality traits, the environment, or the nature of the traumaful environment, the theory of cognitive appraisal was an amenable theoretical basis for this research study. Lazarus (1991) suggested that cognition and appraisal influence an individual's ability to perceive ditrauma, how coping abilities are established and used, and level of self-efficacy. The theory will help in the research study in that training is continuous over knowledge, skills and attitude gained over previous trainings

2.6.3 Institutional Theory

Institutional theory focuses on the roles of social, political and economic systems in which companies operate and gain their legitimacy. As explained by Scott, institutions provide for the rules of the game and define the available ways to operate by discouraging, constraining or encouraging given behavioral patterns. They have an impact on the decision-making process in giving indications of what would be acceptable or not, and in determining the individual socialization of norms and behaviors in a given society. Scott describes the three pillars on which societies are built: the regulative, the normative and the cognitive. The regulative pillar is formal and legally codified, while the normative one includes non-codified attitudes present in societies. When normative expectations and attitudes are largely diffused in society, they are gradually internalized by individuals and become accepted as the norms to which everybody is encouraged to conform. Institutions give stability and predictability to social behavior.

Pressures and expectations can be exerted by institutional constituents, such as the state, professions, interest groups, public opinion and family. The underlying logic of the regulative pillar is conformity to the rules and laws, whereas that of the normative pillar relates to what is considered appropriate. But responses to institutional pressures and expectations may range from passive conformity to active resistance, depending on the nature and context of the pressures.

Institutional theory first arose and developed as a doctrine opposing political economy and later economics. This explains why B. Seligman, an American economist, referred to the old institutionalism as a 'revolt against formalism'. 'Revolt' - because institutionalists tried to put forward an alternative concept of the main doctrine; 'against formalism' - because they intended to reflect economic theory not only by means of formal models and strict logic schemes, but also real life. Rowan examined the growth of three administrative services in California public schools (school health, psychology, and curriculum) from the standpoint of institutional theory. He found that when there is a high level of consensus and cooperation within the institutional environment, diffusion of innovative structures is steady and long-lasting.

However, when the institutional environment is contentious and unfocused, adoption of innovative structures is slow and tentative.

Tolbert and Zucker extended Rowan's findings by evaluating the rate of adoption of civil service organizations in the United States from 1880-1935. Their results strongly support the institutional theories outlined above.

They found that when coercive pressures are high (e.g., under state mandate), organizations quickly adopt new structures. Under low coercive pressures the rate of adoption is much slower. However, increased adoption builds legitimacy in the institutional environment, accelerating the rate of adoption of the new structural form.

Assumptions of the theory were that, Managers –beyond being influenced by social norms and expectations –perceive the world in a particular way and then behave accordingly. In consequence, they help create a world in line with their perceptions.

Institutional theorists assert that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures. Innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment. Ultimately these innovations reach a level of legitimization where failure to adopt them is seen as "irrational and negligent" (or they become legal mandates). At this point new and existing organizations will adopt the structural form even if the form doesn't improve efficiency.

Meyer and Rowan looked at Institutional theory as a concept and argued that often these "institutional myths" are merely accepted ceremoniously in order for the organization to gain or maintain legitimacy in the institutional environment. Organizations adopt the "vocabularies of structure" prevalent in their environment such as specific job titles, procedures, and organizational roles. The adoption and prominent display of these institutionally-acceptable "trappings of legitimacy" help preserve an aura of organizational action based on "good faith". Legitimacy in the institutional environment helps ensure organizational survival.

In order to improve police service, institutional theory was applied to examine performance measurement. The main topic of the institutional theory (is found in Kondra and Higgins, 1998, p

744) highlights the role of institutional norms. After conducting a research project on schools, Meyer and Scott (1983), back in the 1970's, formulated the hypothesis that a continuum of organizations exists running and dominated by technical criteria, for example, police service, or any public institution.

An organizations has its own social and cultural value that are within its norms and that are used in discharging its duties either internally or externally. .According to these norms, the organization or the institution is able to survive within the external environment.

For example, the organization such as police service has its own culture in undertaking its duties, there are the procedures and laws to be followed .Failure to that, one will be dealt with in accordance with their standing orders.

It is difficult to change the culture of the institution or take any performance measurements in order to add value to the organization but and the individuals are forced to meet the needs. Linking post-trauma management with institutional theory, is important to closely assess the performance of each officer in order to adhere to the organizational culture. The individuals must be in a position to meet the organizational needs and serve their duties at their level best. Trauma is a constant occurrence for any officer and an ideal project assist them in doing their duties.

2.7 Conceptual Framework

This is a model that indicates the inter relationships between dependent and independent variables .In the study, performance of national police service projects is conceptualized as the dependent variable while Staff training on post trauma management practices, Effective implementation of post trauma management practices, Legal framework on post trauma management practices, and availability of resources as the independent variable and Government Support and availability of Counsellors are the moderating variables.

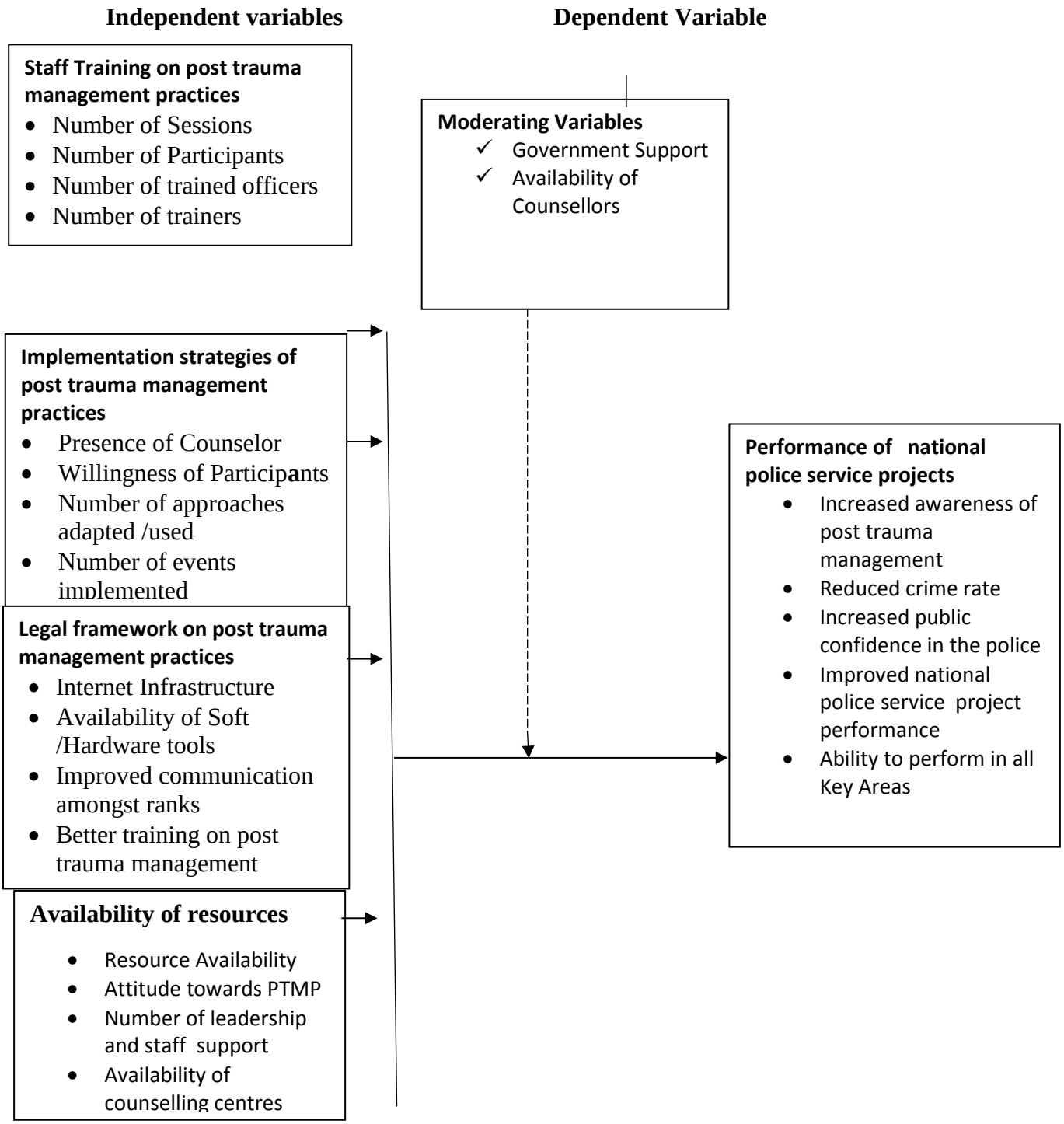

Figure 1 Conceptual Framework

2.8 Summary of Research Gaps

A study conducted by Leigh Wills and Schuldberg (2016) examined the impact of cumulative occupational exposure to traumatic events, post traumatic stress symptoms, and work environment stress on personality traits over time. The results found that every police officer included in the study reported substantial traumatic event exposure. Additionally, the results showed that job-related traumatic events were negatively correlated with empathy and work environment stress was significantly related to gender. Specifically, female officers reported higher levels of operational and organizational stress

As previously discussed, not everyone reacts the same way to traumatic events. Pietrzak et al. (2014) conducted a study to examine the trajectories of PTSD risk and resilience in responders of the World Trade Center. The sample included 4,035 police responders and 6,800 non-traditional responders (e.g., construction workers). It was found that among police responders, four class's best characterized the PTSD symptom trajectories. These four classes of trajectories were resistant/resilient trajectory, chronic symptom trajectory, recovering trajectory, and delayed-onset symptom trajectory. It was found that the majority of police officers (77.8%) were in the resistant/resilient trajectory. Additionally, it was found that 8.5% were in the delayed-onset symptom trajectory, 8.4% were in the recovering trajectory, and 5.3% of officers were in the chronic trajectory. Researchers also found there was a strong association between the symptomatic trajectories and individuals who had prior psychiatric history, were of Hispanic ethnicity, severity of their exposure, and had World Trade Center-related medical conditions.

Resilience refers to the ability of adults who are exposed to potentially traumatic events to maintain healthy and stable levels of psychological and physical functioning (Bonanno, 2004). Individuals who are resilient may experience traumatic symptoms for a short period of time after being exposed to a traumatic event, but generally return to normal functioning over time. They also have the capacity for positive emotions and generative experiences following a traumatic incident.

This response to potential trauma is often the most common response (Bonanno & Mancini, 2012). Smith, Epstein, Ortiz, Christopher, and Tooley (2013) reported that there may be three different stages associated with rebounding from stress.

The first stage of resiliency is confronting the event that is causing stress. The second step involves orienting oneself towards a future outcome that is positive. The third stage is engaging in an effort to cope with it. However, these stages do not have to occur in that particular order, and people may go back and forth between them.

Another study was conducted that examined positive psychological factors and posttraumatic stress symptoms among police officers (McCanlies, Mnatsakanova, Andrew, Burchfiel, & Violanti, 2014). In this study, researchers examined the associations among resilience, satisfaction with life, gratitude, post traumatic growth, and posttraumatic stress symptoms in police officers in New Orleans after Hurricane Katrina. The results of this study showed that lower post traumatic stress symptoms were associated with higher levels of resilience, satisfaction with life, and gratitude. However, post traumatic symptom levels were not associated with post traumatic growth. It is also important to note that resilience scores decreased as levels of alcohol use among officers increased. This shows the importance of healthy coping strategies

Table 2.1: Research Gaps

Variable	**Author &Year**	**Findings**	**Knowledge Gap**
Training on post trauma management practices	Leigh Wills and Schuldberg (2016)	Staff training is not identified as a factor for successful post trauma management	The study is out to determine the extent to which staff training on post trauma management practices influence performance of the national police service projects
Effective implementation of post trauma	Pietrzak et al. (2014)	Influence of key healthy coping	This study is out to establish the extent to which effective

management practices		strategies of post trauma management practices in national police service project implementation	implementation on post trauma management practices influence performance of staff at National police service projects
Legal frame work on post trauma management practices	Smith, Epstein, Ortiz, Christopher, and Tooley (2013	Inadequate legal frame work on trauma management practices and monitoring as cause of delays in performance of national police service projects	The study will examine the influence of legal framework on post trauma management practices in the police service
Availability of resources	McCanlies, Mnatsakanova, Andrew, Burchfiel, & Violanti, 2014	It is not practical for availability of resources to influence performance of national police service projects	The study sought to explore the extent to which availability of resources influence performance among staff at National police service

2.9 Chapter summary

The researcher reviewed literature on the four independent variables namely; Staff training on post trauma management practices, Effective implementation of post trauma management practices, Legal framework on post trauma management practices, and availability of resources, theoretical frame work , and research gap to be filled by the current study. The researcher has also explained the relationship between the independent, moderating and dependent variables using the conceptual framework. In this chapter it is done in relation to the effects of post trauma management projects on work performance among the national police service in Nyeri County.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter, the researcher describes the research methodology that the study adopted; it focused on the research design, target population, sample and sampling technique, instruments, pilot study that comprises of the validity and reliability test ,data collection procedure, data analysis and presentation and ethical considerations.

3.2 Research design

The study adopted a descriptive survey research design. This allowed the researcher to gather, summarize, present and interpret information for the purpose of clarification .According to Kothari (2008), a research design is the collection and arrangement of conditions of analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This study utilized descriptive research design to yield qualitative and quantitative data required to answer research questions. According to Mugenda & Mugenda (2003), a descriptive research determines and reports the way things are. Similarly, Kothari (2004) argues that descriptive design describes the state what exists at present and allows for discretion on the part of the researcher. This design was used since it enabled researcher gain in-depth understanding of a phenomenon under investigation like the influence of post trauma management projects on performance in the national police service in Nyeri County.

3.3 Target Population

A population is delineated as a set of individuals, services, elements, and events, group of things or households under investigations. (Given, 2008.). Target population is certain population about which information is desired.

Population studies are more representative since all individuals have equivalent opportunity to be involved in the final sample which is drawn. The target group was stratified into administration police, critical infrastructure unit ,traffic police department ,general duty police, general service unit, Kenya police dog unit and ,criminal investigations department.

The population targeted was 104 respondents; 12 Administration police,5 critical infrastructure police unit, 8 Kenya police dog unit, 4 general service unit ,26 general duty police , 18 traffic police department and 30 criminal investigation department police .It will include senior officers and their juniors .All officers of different ranks were targeted for population because it highly influenced performance of the police service in the County. The target population will be as shown below:

Table 3. 1: Target Population 1

Sections	**Male**	**Female**	**Total**	**Percentage (%)**
Administration police	9	3	12	12
Critical infrastructure police unit	4	2	6	5
Kenya police dog unit	5	3	8	8
General service unit	2	2	4	4
General duty police	19	7	26	25
Police traffic department	14	4	18	17
Criminal investigation department	19	11	30	29
Totals	**72**	**32**	**104**	**100**

3.4 Sample and Sampling procedure.

Sampling is a process of selecting a number of individuals for a study in such a way that individuals selected represented the target group from which they will be selected (Mugenda, 2008). Nyamongo (2001) says that in purposive sampling investigators identify a purpose they wish informants (or communities) to serve and then go out to find them. Purposive samples are good for cases where there is no sampling frame and are often used in pilot studies before testing a hypothesis with a representative. Purposive sample are also used in selection of a few cases for intensive study. The selection criteria in this study will include respondent's knowledge in police management.

The sample size in the study comprised of; Administration police, critical infrastructure police unit, kenya police dog unit, general service unit , general duty police , traffic police department and criminal investigation department police.

In estimation of the sample size for the analysis a formula was used. The researcher employed the formula as advanced by Saunders, et al., (2007), as per the formula 95 percent confidence level and 0.05 significance level (p), the sample size is; n = N / 1 + N (e)2

Whereby;

n = represented the size of the sample

n = represented the population's size

e = the error of 5% points

When the formula was used, a sample size of 83 was yielded as shown below;

n = 104/1+104(0.0025)

n =83

Table 3. 2: Sampling Frame

Sections	**Target Population(N)**	**Sample(n)**	**Male**	**Female**	**Percentage**
Administration police	12	10	8	2	11
Critical infrastructure police unit	5	5	3	2	6
Kenya police dog unit	8	6	4	2	8
General service unit	4	3	2	1	4
General duty police	26	21	15	6	25
Police traffic department	18	14	13	1	17
Criminal investigation department	30	24	18	6	29
Totals	**104**	**83**	**63**	**20**	**100**

3.4.2 Sampling procedure

Sampling means choosing from a defined population a specific number of subjects' representative of that population. Any declarations made on the sample should also apply to the population (Mugenda & Mugenda 2008). To generate the research sample, a stratified sampling method was applied. The method recognized the existence in the target population of strata with separate characteristics. The stratified method of sample selection ensured, by the compilation of details from all strata, that the sample reflected the population (Kothari, 2004). The technique provided more reliable estimates of total population parameters, according to Kerry and Bland (1998), and ensured that a more representative sample came from a relatively homogenous population.

The researcher drew a proportional sample from each of the 7 categories of the target population. In order to increase efficiency in the sampling procedure, the researcher treated each one of the 7 category as a homogenous part of the population. The randomization was done by assigning each member of the targeted sections a number and writing the numbers on small pieces of paper. Members drawn from each section formed an appropriate number of respondents per each section.

A sample of 83 respondents was drawn by convenience sampling technique. In addition, purposive sampling technique was used to draw sample of 8 key respondents, especially, OCS, OCPD's, County Commissioner, and Sub-County commanders for interview.

Table 3. 2: Sampling Frame

Sections	**Target Population(N)**	**Sample(n)**	**Male**	**Female**	**Percentage**
Administration police	12	10	8	2	11
Critical infrastructure police unit	5	5	3	2	6
Kenya police dog unit	8	6	4	2	8
General service unit	4	3	2	1	4

General duty police	26	21	15	6	25
Police traffic department	18	14	13	1	17
Criminal investigation department	30	24	18	6	29
Totals	**104**	**83**	**63**	**20**	**100**

3.5 Data collection Instruments

Data was collected by use of administered questionnaires. The survey was built on the study goals and had questions that were both open and closed. The data collection method was best selected because questionnaires were availed within short periods and was cost effective to a large group of respondents who answered the questionnaires at the same time, thus enabling them to be anonymous and honest in their responses (Kasomo, 2006). The questionnaire consisted of both open and close-ended questions. The closed questions offered more organized answers that made concrete feedback simpler and also measured the ranking of various attributes, thereby helping in minimizing the number of similar responses in comparison of different responses. The open questions contained extra information that could not have been included in the closed questions.

Structured questionnaires was used to ensure that all respondents reply to the same set of open and closed ended questions. Questionnaires were preferred because of simplicity in administration, scoring of items and analysis (Jackson 2009). The respondents answered without any influence.

3.5.1 Pilot testing of the questionnaire

A pilot study is primarily trial of research which is essential to the development of an extensive training program .In pilot study the entire training program is carried out but with fewer participants that would be used for an extensive training program .

In this study, 8 questionnaires were administered to respondents .The questions was then collected for further analysis by the researcher. This is 10% of target population according to Mugenda and Mugenda (2006).

According to Nyamongo (2001), key informants constitute the verbal information between the researcher and the respondents and it helped the researcher to get the information which they put them in writing. They were a very special group of people, because they possessed specific knowledge that helped the researcher to understand the insight of areas of interest,

The main purpose of interview as a tool of data collection is to gather data intensively and extensively and to collect information that cannot be directly observed or are difficult to put down in writing.

Interviews also helped the respondents to understand the purpose of the study and its importance. The officers interviewed included: OCS (4), OCPD (1), County Commander (1), and Sub-County commanders (2).

3.5.4 Validity

Validity of the instrument was tested to a certain their effectiveness. Validity is an indication of how sound your research is. Mugenda and Mugenda(1999).Validity applies to both the design and the methods of your research .Validity in data collection means that your finding truly represents the phenomenon you are claiming to measure. Content validity of research will be ascertained by seeking the assistance of supervisors and experts whose views are drawn from the field of study. The validity of data collection methods can be defined as measuring what they are intend to measure accurately (Saunders et al., 2003). The validity of the data was tested by using the Content Valid Index (CVI) which is the most commonly used index in quantitative research. The Content Valid Index (CVI) demonstrates the degree to which an instrument has an appropriate sample of items for the construct being measured. According to Fisher (2004), for a research instrument to be valid, the CVI should be more than or equal to 0.7. This was done by distributing a copy of the questionnaire to the supervisors and peers to rate the relevant items/questions in relation to the research objectives. Validity was then tested as follows: VI=Relevant Items/Total Number of Items.

The questionnaires' CVI value of 0.78 was acceptable and therefore the researcher used the instruments as they were.

3.5.5 Reliability of the instrument

Reliability of the research instrument is its level of internal consistency over time. According to Cooper & Schindler (2006) reliability of measurement concerns the degree to which a particular measuring procedure gives similar results over a number of repeated trials. Therefore, a reliable tool is the one that produces the expected results constantly when more than once used to collect data from the same population.

A pilot test using a split-half method will improve the reliability of the instrument. The split-half method was preferred because it was straight forward and easy to use. The method was also time and cost effective because it made it possible to create two tests using a single test eliminating the need for multiple administrations.

The Cronbach Alpha coefficient was computed and it indicated how well the items in a set were positively correlated with another. Cronbach Alpha was computed in terms of the average inter-correlations among the items measuring the concept. The closer the Cronbach's Alpha is to 1, the higher the internal consistency. A higher value shows a more reliable generated scale. Cooper and Schindler (2008) have indicated 0.7 to be an acceptable reliability coefficient. The Alpha test was then run using SPSS software and realized a score of 0.84 confirming that the instrument was consistent and reliable.

3.6. Data Collection Procedure.

A letter of Introduction was obtained from The University of Nairobi and submitted to the Ethics of Research Committee for Authorization .Once permission to carry out the research was given, the head of the Kenya police County was informed of the researcher's intention to collect data in their departments. The researcher administered the questionnaires in person to the respondents in order to increase the response rates .All respondents to the analysis were assessed by the researcher individually. The respondents were given two weeks to fill them in and thereafter researcher collected them for analysis.

Complete care and monitoring was employed in order to ensure that all questionnaires issued to interviewees were received via a questionnaire register that clearly stated which questionnaires were sent and received. A drop and later pick method was used to administer the questionnaires.

3.7. Data Analysis technique

For accuracy, usefulness and completeness, the data collected was edited. A descriptive statistics methodology was used to analyze quantitative data with the aid of Statistical Package for Social Sciences (SPSS) version 25 data analysis tool. Descriptive statistics and inferential statistics were the statistics produced. The specific descriptive statistics included frequencies, means,and standard deviations, and was presented in the form of frequency tables and a multiple linear regression model was therefore provided as inferential statistics. The multiple linear regression model was used to calculate the relationship between the independent variables and the dependent variable.

The regression model helped in explaining the extent and direction of relationship between study variables, using coefficients such as correlation, coefficient of determination and significance level. The multi- linear regression model used is as shown;

$Y=\alpha 0+\beta 1X1+\beta 2X2+\beta 3X3+\beta 4X4+ e$

Where,

Y=Performance of national police service projects (Dependent variable)

$\alpha 0$= Constant

B= Regression coefficient

X1=Staff training on post trauma management practices

X2=Effective implementation on post trauma management practices

X3= Legal frame work on post trauma management practices

X4= Availability of resources

e= margin of error

The qualitative data collected was analyzed through content analysis where a thematic framework was developed.

3.7.1 Qualitative analysis

According to Nyamongo (2001), key informants constitute the verbal information between the researcher and the respondents and it helps the researcher to get the information which will put them in writing. They will be a very special group of people, because they will possess specific knowledge that will help the researcher to understand the insight of areas of interest. The main purpose of interview as a tool of data collection is to gather data intensively and extensively and to collect information that cannot be directly observed or are difficult to put down in writing. Interviews also helps the respondents to understand the purpose of the study and its importance. The officers to be interviewed will include: OCS (4), OCPD (1), County Commander (1),and ,Sub-County commanders (2).

3.7.2 Quantitative analysis

Secondary data was obtained from security documentations, journals, and other relevant literature. Through document analysis collected information helped in checking the validity of data gathered by above methods. The data was then be put into categories or classes through coding then tabulation .Descriptive statistics which will be in form of descriptive statistical tools such as percentages, and frequency distributions. The collected qualitative data from the completed interview schedules was cleaned up. The data was then be put in categories, themes or patterns for coding purposes then analyzed by content analysis. Statistical Packages for Social Scientists (SPSS) was used to generate the above tools.

3.8 Operational Definition of Variables

Operational definition specifies precisely how a concept will be measured and therefore the purpose of operationalizing or operationally defining a concept is to make it measurable.

Table 3.3 describes the variables that were used as indicators in the study and the corresponding measurement scales.

Table 3. 3: Operationalization of Variables

Objective	Variable	Indicator	Measurement Scale	Data Analysis Tools
1. To determine the extent to which staff training on post trauma management practices influence performance of the national police service projects in Nyeri County, Kenya	Staff training on post trauma management practices	• Number of Sessions • Number of Participants • Number of trained officers • Number of trainers	Interval	-Frequency -Mean -Standard Deviation -Spearman Correlation
2. To establish the extent to which effective implementation on post trauma management practices influence performance of staff at National police service projects in Nyeri county	Effective implementation on post trauma management practices	• Presence of Counselor • Willingness of Participants • Number of approaches adapted /used • Number of events implemented	Ordinal	-Mode -Median
3. To examine the influence of legal framework on post trauma management	Legal framework on post trauma management practices	• Internet Infrastructure • Availability of Soft /Hardware tools	Interval	- Frequency -Mean -Standard Deviation -Spearman Correlation

practices in the police service in Nyeri projects county		• Improved communication amongst ranks • Better training on post trauma management		
4. To explore the extent to which availability of resources influence performance among staff at National police service in Nyeri projects county	Availability of resources	• Resource Availability • Attitude towards PTMP • Number of leadership and staff support • Availability of counselling centres	Interval	Frequency -Mean -Standard Deviation -Spearman Correlation

3.9 Ethical Considerations

The researcher ensured reduction bias practices while collecting data. Data collection was as per the sampling technique so that every respondent had an equal chance of being in the study. In addition, the respondents were urged to try as much as possible to be honest in their responses. All information from respondents was handled with ultimate confidentiality. For any disclosure, consent was obtained from the respondents in writing. They were given a chance to voluntarily choose whether they wanted to be part of the study or not. The researcher avoided any form of plagiarism. Where any source was used, the researcher acknowledged them. The references and bibliography were indicated. The author adhered to the research ethics throughout the study.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings obtained from respondents working in national police service in Nyeri County. The section provides data analysis and presentations of research findings. This chapter covers response rate, summary of respondents' profile as well as descriptive and inferential statistics. Findings are also compared and contrasted with previous findings in order to arrive at worthy conclusions and help answer the research questions.

4.2 Return Rate

A total of one hundred (83) questionnaires were distributed to the selected respondents working in national police service in Nyeri County. A total of (76), questionnaires were duly filled by the respondents and returned to the researcher. This gave a 91.56% response rate. Mugenda & Mugenda (2003) also asserts that a response rate of 50% is considered adequate, 60% good and above 70% very good. In addition, Bell and Costa (2006) argued that the larger the response rate, the smaller the non-response error. Therefore, the return rate in this case was acceptable.

From the information above, seventy six questionnaires out of eighty three were filled by the respondents. This gave a 91.56% response rate which was used for data analysis.

Table 4.1 Return rate

Sections	Target Population (N)	Sample(n)	Returned questionnaire	Male	Female	Percentage
Administration police	12	10	9	7	2	12
Critical infrastructure police unit	5	5	4	2	2	5
Kenya police dog unit	8	6	5	3	2	7
General service unit	4	3	2	1	1	3
General duty police	26	21	20	15	5	26
Police traffic department	18	14	13	9	4	17
Criminal investigation department	30	24	23	17	6	30
Totals	**104**	**83**	**76**	**54**	**22**	**100**

4.3 Demographic Information of the Respondents

In this section, the researcher sought to establish the demographic data of the respondents and looked at their gender, experience and academic levels, the researcher found it crucial to ascertain the broad information of the respondents since it provides basis under which the study can fairly produce relevant information. The analysis relied on this information so as to classify the different results according to their knowledge and responses. This section looked at the respondents' gender, education level and length of service in national police service Projects.

4.3.1 Gender of the Respondents

In this section, the respondents' gender was analyzed. From the study findings, 69.23% of respondent were male and 30.77% were female. This means that there were more male respondents as compared to female. As such, a conclusion can be made that the national police service team in the nyeri county is male dominated. Table 4.1 shows the distribution of respondents by gender.

Table 4.2: Gender of the Respondents

Category	**Frequency**	**Percentage**
Male	72	69.23
Female	32	30.77
Total	**104**	**100**

4.3.2 Experience of the Respondents

The study sought to find out the level of experience of the respondents by number of years worked. From the study findings, 2.63 % of the respondent had an experience of 4-6 years while 10.53%, 46.05% and 40.79% had an experience of 0-3, over 9 and 7-9 years of experience respectively. This means that majority of the respondents had experience of above 4years. Consequently, this means that the respondents' answers to the questions directed to them were credible since they have vast experience working in national police service in Nyeri County. Table 4.2 shows the findings.

Table 4.3 Number of Years Worked

Length of Service	Frequency	Percent
0 - 3 year	8	10.53
4 - 6 years	2	2.63
7- 9 years	31	40.79
Above nine years	35	46.05
Total	**76**	**100.0**

4.3.3 Academic Level of the Respondents

The study sought to find out the academic qualifications of the respondents. It's evident from the study findings that, 15.79% degree qualification, diploma 55.26%, 5.26% certificate while the post graduate degree holders were 23.69%. This means that the respondents had the appropriate professional background to provide relevant information for the study.

The results of the finding are as shown on table 4.3.

Table 4.4 Education Level of the Respondents

Level of Education	Frequency	Percentage
Certificate	4	5.26
Diploma	42	55.26
Degree	12	15.79
Masters	18	23.69
Total	**76**	**100**

4.4 Staff training on post trauma management practices and performance of police service projects

This section presents descriptive statistics on staff training on post trauma management practices and performance of national police service projects in Nyeri County, Kenya.

4.4.1 The training was well planned

The study further sought to find out the respondents opinion on the extent to which staff training influence performance of national police service projects. From the study findings, staff training on post trauma management practices very highly influence performance of national police service projects represented by 52.63% of the respondents strongly agreed, 21.06% agreed, 14.47% disagreed while 11.84% strongly disagreed. This means that staff training on post trauma management practices has a high influence on performance of national police service projects. The findings are as shown in Table 4.4.

Table 4.5 Staff training on post trauma management practices

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Disagreed	9	11.84	11.84	11.84
Disagreed	11	14.47	14.47	26.31
Agreed	16	21.06	21.06	47.36
Strongly Agreed	40	52.63	52.63	100.0
Total	**76**	**100.0**	**100.0**	

4.4.2. The training program is helpful in personal growth

The study further sought to find out the influence of Staff training on post trauma management practices. In this section the respondents were asked to indicate the extent to which they agreed that staff training on post trauma management practices influenced performance of national police service projects in nyeri county. 31.58% of the respondents strongly agreed with the proposition that staff training on post trauma management practices is dictated by the training personnel availability, 34.21% agreed while 18.42% neither (uncertain) ,and 15.79% strongly disagreed with this proposition. As such, respondents seemed torn between the ideas that number of participants involved on staff training on post trauma management practices is dictated by the availability of trainers. Their responses are shown in Table 4.6.

Table 4.6 number of participant involved in post trauma management

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Disagreed	12	15.79	15.79	15.79
Neither	14	18.42	18.42	34.21
Agreed	26	34.21	34.21	68.42
Strongly Agreed	24	31.58	31.58	100.0
Total	**76**	**100.0**	**100.0**	

4.4.3 The training programs offered are helpful in long run for the police officers

In this section the respondents were asked to indicate their agreement on the proposition that the training programs offered are helpful in long run for the police officers Majority of the respondents representing 48.68% strongly agreed and 27.63% agreed with the opinion that training programs offered were helpful in long run for the police officers while 7.89% were uncertain (neither), 13.16 disagreed and 2.63% strongly disagreed with the proposition. Their responses are indicated in Table 4.6.

Table 4.7 Help of the training program offered

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Disagreed	2	2.63	2.63	2.63
Disagreed	10	13.16	13.16	15.79
Neither	6	7.89	7.89	23.68
Agreed	21	27.63	27.64	51.32
Strongly Agreed	37	48.68	48.68	100.0
Total	**76**	**100.0**	**100.0**	

4.4.4 The instructors addressed the trainees' doubts

In this section the respondents were asked if they agreed that the trainers addressed trainees doubts after the training sessions. Majority of the respondents representing 47.40% of respondents strongly agreed. 13.1% and 14.00% agreed and were uncertain respectively, while 20.20% of respondents disagreed to that preposition that the instructors addressed the trainees' doubts. Lastly, 5.30% of respondents indicated that they strongly disagreed that the instructors addressed the trainees' doubts trainers on performance of national police service projects. Their responses are shown in Table 4.7

Table 4.8 The instructors addressed the trainees' doubts

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Disagree	10	10.0	10.0	10.0
Disagree	17	16.7	16.7	26.7
Uncertain	13	13.3	13.3	40
Agree	27	26.7	26.7	66.7
Strongly Agree	33	33.3	33.3	100.0
Total	**76**	**100.0**	**100.0**	

4.5 Effective implementation on post trauma management practices

The study sought to find out the influence of Effective implementation on post trauma management practices on performance of the staff of national police service. The study hence required the respondents' opinion on various aspects of post trauma management practices implementation.

The study further sought to find out the extent to which Effective implementation on post trauma management practices. To do this the study enquired from the respondents the level to which they agreed with various statements regarding availability of funds offered by the organization. The results of the findings are as shown on table 4.8.

Table 4.9 Findings on Effective implementation on post trauma management practices

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Disagree	6	7.89	7.89	7.89
Disagree	15	19.74	19.74	27.63
Uncertain	10	13.16	13.16	40.79
Agree	9	11.84	11.84	52.63
Strongly Agree	36	47.37	47.37	100.0
Total	**76**	**100.0**	**100.0**	

4.6 Legal framework on post trauma management practices and performance of national police service

The study sought to find out the influence of legal framework on post trauma management practices on performance of national police service. The study hence required the respondents' opinion on the various aspects of post trauma management. The findings of the study are shown in Table 4.9

Table 4.10 Summary of Responses of legal framework on post trauma management practices

Description	Mean	Std. Dev
Legal framework on post trauma management practices has improved work performance of the staff	4.522	0.321
Legal framework on post trauma management practices has improved community policing strategies in the National police service	4.344	0.411
Legal framework on post trauma management practices has has increased the level of mental health among national police service	4.216	0.145
Legal framework on post trauma management practices has led to increased crime prevention at the County.	4.021	0.635
Legal framework on post trauma management practices has improved the quality of cases taken to courts by the national police service in the county.	4.012	0.521
Legal framework on post trauma management practices has increased investigation rate of cases in the national police service in the county.	3.985	0.213
Legal framework on post trauma management practices has provided room for work related dispute resolution at the national police in the County.	3.982	0.624
Legal framework on post trauma management practices has fostered ethical standards in the work performance in the national police.	3.652	0.872

The study further sought to find out the respondents opinion on the extent to which Legal framework on post trauma management practices affect performance of national police service. From the study findings, legal framework on post trauma management practices very highly influence the performance of the national police service presented by 36.0%, 30.3% agreed 16.7%, were uncertain and 10.0% disagreed and 7.0% strongly disagreed with the proposition. This means that legal framework on post trauma management practices has a high influence on performance of national police service. The findings are as shown in Table 4.10.

Table 4.11 Findings on Legal framework on post trauma management practices

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	7	7	7
Disagree	10	10.0	10	17.0
Neither	17	16.7	16.7	33.7
Agree	30	30	30.3	64
Strongly agree	36	36	36	100.0
Total	**76**	**100.0**	**100.0**	

4.7 Availability of resources and Performance of the national police service

The researcher sought to establish the extent to which availability of resources influenced performance of national service projects County, Kenya

4.7.1 Availability of resources Linked to Budget location.

From the findings on the level to which the respondents agreed with the proposition that national police service ensured that there was availability of resources directly linked to budget, majority of the respondents representing 47.10% strongly agreed, 13.1% and 14.00% agreed and were uncertain (Neither) respectively, while 20.20% disagreed to that preposition. Lastly, 5.60% of respondents indicated that they strongly disagreed that project managers ensured that the quantities and the schedule of the resources was directly linked to budget allocation. Their responses are shown in Table 4.11

Table 4.12 Resource availability linked to Budget Allocation

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	6.58	6.58	6.58
Disagree	16	21.05	21.05	27.63
Uncertain	10	13.16	13.17	40.80
Agree	11	14.47	14.47	55.27
Strongly Agree	34	44.73	44.73	100.0
Total	**76**	**100.0**	**100.0**	

4.7.2 Altitude towards Project Management Team and Planning of post trauma management funds

The respondents were asked to indicate their level of agreement with the proposition that national police service project teams does planning of post trauma management funds. From the findings, 32.89of respondents strongly agreed, 39.47% agreed,17.12% were uncertain , while 6.58% of respondents disagreed to the preposition. Lastly, 3.95% of respondents indicated that they strongly disagreed that project management team does planning of project funds. Their return rate are shown in Table 4.12.

Table 4.13: Project Management Team Does Planning of Project Funds

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	3.95	3.95	3.95
Disagree	5	6.58	6.58	10.53
Uncertain	13	17.12	17.12	27.65
Agree	30	39.47	39.47	67.47
Strongly agree	25	32.89	32.88	100.0
Total	**76**	**100.0**	**100.0**	

4.7.3 Number of leadership and staff support

The study further sought to find out how number of leadership and staff support led to success of performance of national police service projects. From the study results, 13.2% of respondents strongly agreed that stake holder's participation has led to successful performance of national police service projects. 44.7% and 21.1% agreed and were uncertain respectively, while 13.2% of respondents disagreed to the preposition. Lastly, 7.9% of respondents indicated that they strongly disagreed that difficulties in accessing credit has led to projects delay. Their responses are shown in Table 4.10

Table 4.14 Number of leadership and staff support

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	8	7.9	7.9	7.9
Disagree	13	13.2	13.2	21.1
Uncertain	21	21.0	21.0	42.1
Agree	45	44.7	44.7	86.8
Strongly agree	13	13.2	13.2	100.0
Total	**76**	**100.0**	**100.0**	

4.7.4 Availability of counselling Centre's

The study further sought to find out how availability of counselling Centre's influenced performance of national police service projects. From the findings, 19.8% of respondents strongly agreed, 60.9% and 7.9% agreed and were not certain respectively, while 6.8% of respondents disagreed to the preposition. Lastly, 4.4% of respondents indicated that they strongly disagreed that availability of counselling Centre's influenced performance of national police projects. Table 4.13 indicates the level to which the respondents agreed with the fact that availability of counselling Centre's influences performance of national police service projects.

Table 4.15 Availability of counselling Centre's

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly disagree	4	4.4	4.4	4.4
Disagree	7	6.8	6.8	11.2
Uncertain	8	7.9	7.9	19.1
Agree	61	60.9	60.9	80.0
Strongly agree	20	20.0	20.0	100.0
Total	**76**	**100.0**	**100.0**	

4.8 Inferential Statistics Analysis

This section presents a discussion of the results of inferential statistics. The study employed multiple regression analysis so as to assess the influence of post trauma management projects on performance of national police service projects county, Kenya. The study applied the statistical package (SPSS version 25) to code, enter and compute the measurements of the multiple regressions for the study.

Before the main analysis, data was subjected to a thorough screening procedure where key diagnostic tests were conducted in order to assure that the data sets met the general assumptions for conducting the regression analysis, a key analytical model that the study sought to develop. The diagnostic tests included the test for normality using Shapiro-Wilk test of normality, test for multicollinearity using regression diagnostics on SPSS, Durbin Watson test for auto correlation and Test Glejser for heteroskedacity.

4.8.1 Test of normality

Owing to the fact that the total responses attained were only 76, the Shapiro-Wilk test of normality was applied since the value is less than 2000. Were the respondents more than 2000, the Kolmogorov-Smirnov test would have been used. The study developed key hypothesis for the normality test as follows.

$H_{0:}$ The observed distribution fits normal distribution.

$H_{a:}$ The observed distribution does not fit the normal distribution.

Therefore, by failing to reject H0, the study would be accepting or assuming normality.

The P value of the Shapiro-wilk test for performance of national police service projects is 0.776 which is greater than 0.05 and as such the researcher failed to reject H0. To that effect, a conclusion was made that the data set follows a normal distribution. That is to say that the data does not significantly deviate from a normal distribution. The interpretation for the normality test was guided by conventional wisdom presented by Shapiro & Wilk (1965) and Razali & Wah (2011) as illustrated in Table 4.14 of Shapiro-Wilk test of normality.

Table 4.16: Shapiro Wilk Test of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance of Internal Project management function	.097	100	.200*	.982	100	.776

a. Lilliefors Significance Correction

4.8.2 Test for Multi-Collinearity

'Tolerance' represents the proportion of change in the predictor variable which cannot be accounted for by the other predictors included in the model. Liu, Kuang, Gong, & Hou, (2003) indicate that very small values would render a predictor redundant.

On the other hand, values that are less than 0.10 may merit further investigation. Tolerance values for the predictor variables in this case stood at 0.515, 0.353, 0.435 and 0.370 for staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources respectively which all surpass the minimum threshold of 0.10. The VIF which abbreviates the Variance of Inflation Factors is essentially the reciprocal of tolerance; (1 / tolerance). As a rule of thumb, the authors assert that a variable whose VIF values is greater than 10 may merit further investigation and as such may be associated with multi collinearity problems. The collinearity statistics VIF output for our predictor variables stand at 1.942, 2.835, 2.301 and 2.703 for staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources respectively which were all below the maximum or cut off point of 10. Therefore, a conclusion was made on the absence of multi-collinearity problems in the data set as shown in Table 4.15.

Table 4.17: Test for Multi-Collinearity using SPSS Collinearity Diagnostics

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Staff training on post trauma management practices	.516	1.942
Implémentations stratégies on post trauma management	.353	2.835
Legal framework on post trauma	.436	2.302
Availability of Resources	.370	2.705

Dependent Variable: Performance of National police Service Projects

4.8.3 Test for Heteroskedacity using Test Glejser.

Long & Ervin (2000) posit that Heteroskedacity test evaluates the possibility of there being differences in the residual variance of the observations over time.

A decision rule was developed for interpreting Heteroskedasticity Test with Test Glejser;

If the value Sig. > 0.05, then a conclusion would be made on absence of heteroscedasticity problem. If the value Sig. <0.05, then it would be concluded that the data set has the problem of heteroscedasticity (Glejser, 1969). Based on Output Coefficients, the obtained P values of 0.064, 0.127, 0.149 and 0.103 for staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources respectively are all greater than 0.05 (> 0.05). As such, a conclusion was made on the absence of heteroscedasticity problem in the data set as shown in Table 4.16

Table 4.18: Test Glejser for Heteroscedasticity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.079	.062		1.263	.215
Staff training on post trauma management practices	.197	.103	.433	1.922	.063
effective implementation on post trauma management practices	.165	.106	.425	1.561	.128
Legal frame work on post trauma management	.158	.107	.364	1.484	.147
Availability of Resources	.133	.080	.445	1.676	.103

a. Dependent Variable: Performance of national police service projects

4.8.4 Durbin Watson test for Autocorrelation

The Durbin-Watson in the Model Summary, d = 2.285, lies between the two critical values of 1.5 < d < 2.5. It was therefore concluded that there was no first order linear autocorrelation in the multiple regression data, a decision guided by conventional wisdom by Durbin & Watson (1971). Table 4.17 illustrates test for autocorrelation.

Table 4.19: Durbin Watson test for Autocorrelation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	**Durbin-Watson**
1	.928[a]	.861	.766	.1026780	**2.285**

a. Predictors: (Constant), Staff training on post trauma management practices, Effective implementation on post trauma management practices, Legal framework on post trauma management practices and Availability of resources

b. Dependent Variable: Performance of National police Service Projects

4.8.5 Regression Analysis

The study sought to answer the following questions: to what extent does Staff training on post trauma management practices influence performance of national police service projects in nyeri County, Kenya?, In what way does effective implementation of post trauma management practices influence performance in the national police service in Nyeri County? Kenya? How does legal framework on post trauma management practices influence performance in the police service in Nyeri County? Kenya? , To what extent does availability of resources influence performance in the national police service projects in Nyeri County? Kenya? .To effectively provide evidence based answers and conclusions to these questions, the regression analysis was used as a key analysis tool. On that point, the significance level was set at $\alpha = 0.05$.

The study then defined the critical values and the rejection region where a conclusion for existence of significant influence was to be made if the p value ≤ 0.05. I.e. if the P Values are less than 5%.

For the Test Statistic, the F Test on ANOVA was preferred. Table 4.18 shows Statistical output of F test performed using SPSS.

Table 4.20: F Test on ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.551	4	.138	13.056	.000[a]
	Residual	.348	33	.011		
	Total	.898	37			

a. Predictors: (Constant), Staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources

b. Dependent Variable: Performance of Police Service Projects

As evidenced in the Analysis of Variance (ANOVA) output, at the 0.05 level of significance, there was indeed enough evidence to support a conclusion that the slope of the regression line was not zero. The implication was that the independent variables; Staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources were all useful predictors of Performance of Police Service Projects. This conclusion was made since the p value < 0.05. The P Value from the ANOVA table is 0.000 which is less than 0.05 level of significance.

Table 4.19 presents the regression model summary.

Table 4.21: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.928[a]	.861	.766	.1026780	2.285

a. Predictors: (Constant), Staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources

b. Dependent Variable: Performance of Police Service Projects

R Square, also called the Coefficient of Determination stands at 0.861. This implies that 86.10% of the variation in the performance of national police service projects (the dependent variable) is explained by variability in the independent variables i.e. Staff training on post trauma management practices, effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources .To this effect, only 13.90% of the variation in the performance of national police service is explained by other variables not included in the model. Therefore, guided by Seber & Lee (2012), it was concluded that at least one of the variables under assessment were useful predictors of performance of national police service projects

Table 4.20 presents the Regression Model Coefficients as derived using SPSS software.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)staff training on post trauma management practices	.037	.110		.339	.007
Effective implementation on post trauma management practices	.021	.182	.018	.118	.009
legal framework on post trauma management	.112	.187	.109	.597	.006
	.622	.189	.542	3.296	.002
Availability of Resources	.182	.141	.231	1.296	.002

Table 4.20: Regression Model Coefficients

As evidenced by the regression analysis output, all the independent variables, Staff training on post trauma management practices ,effective implementation on post trauma management practices, legal framework on post trauma management and availability of resources are statistically significantly different from 0 (zero). This is because their P Values are less than 0.05. The coefficient for staff training (0.021) is significantly different from 0 because its p-value of 0.009, is smaller than 0.05 level of significance. Therefore, Staff training on post trauma management practices significantly influences the performance of national police service projects. The findings are consistent with Leigh Wills and Schuldberg (2016) who established that staff training was an indispensable determinant of the performance

The coefficient for effective implementation on post trauma management practices (0.112) is statistically significant because its p-value of 0.006 is less than 0.05 level of significance. As such, effective implementation on post trauma management practices would be expected to yield a statistically significant influence on performance of national police service projects. The findings agree with prescriptions by Calota (2008), for availability of resources as a determinant for performance of national police service projects. The study further agreed with past studies by Pietrzak et al. (2014) who established that effective implementation on post trauma management practices was a significant predictor of performance of national police service projects.

The coefficient for legal framework on post trauma management practices (0.622) is statistically significant because its p-value of 0.002 is less than 0.05 level of significance. Legal frame work therefore determine the level of performance of national police service projects. The findings agree with past studies by Pietrzak et al. (2014) who assert that legal framework was a key predictor of performance of national police service projects

Finally, the coefficient for availability of resources (0.182) is statistically significant because its P –Value of 0.002 is less than 0.05 level of significance. Therefore, availability of resources going by the results influence the performance of national police service projects in the nyeri County, Kenya. The results agree with past observations by (Maes et al., 2001) on the contribution availability of resources to performance of national police service projects. The findings further agree with (McFarlane, 2000) who also associated post trauma management to performance of national police service projects

The regression model was therefore developed as follows;

Staff training on post trauma management practices = 0.037 + 0.21 (effective implementation on post trauma management practices) + 0.112 (legal frame work on post trauma management) + 0.622 + 0.182 (availability of resources).

4.8.6 Correlation analysis

The study further utilized the Pearson Correlation analysis to understand the strength and direction of relationship, if any, between each independent variables and performance of national police service projects in nyeri County, Kenya.

There exists a significant positive relationship between staff training on post trauma management practices and performance of national police service projects as evidenced by the Pearson Correlation Output. The strength of association is moderate since the Pearson Correlation Co-efficient stands at 0.442 and statistically significant since the Sig. (2-tailed) value of 0.005 is less than 0.05 level of significance. The findings are consistent with Leigh Wills and Schuldberg (2016) who established that a significant positive relationship between staff training on post trauma management practices and performance of national police service projects

Going by the results of the Pearson Correlation analysis, there exists a positive relationship between effective implementation on post trauma management practices and performance of national police service projects .The association between the two variables is moderate since the Pearson Correlation Coefficient is 0.590 and statistically significant since the Sig. (2-tailed) value of 0.000 is less than 0.05 level of significance. The findings agree with prescriptions by Pietrzak et al. (2014), for effective implementation on post trauma management practices as a determinant for performance of national police service projects. The study further agreed with past studies by Burke and Shakespeare-Finch (2011) who established a positive association between effective implementation on post trauma management practices and performance of national police service projects.

The Pearson Correlation coefficient for legal framework on post trauma management practices stands at 0.748. This indicates a strong level of positive association between legal framework on post trauma management practices and performance of national police service projects .The relationship is statistically significant since the Sig. (2-tailed) value of 0.00 is less than 0.05 level of significance.

The findings agree with Kelly & Tangney, (2006) who found worthy evidence relating effective implementation on post trauma management practices and performance of national police service projects.

Finally, the Pearson Correlation Coefficient for availability of resources stand at 0.656 which indicates a moderate level of positive association between availability of resources and performance of national police service projects. The relationship is statistically significant since the Sig. (2-tailed) value of 0.00 is less than 0.05 level of significance. The results agree with past observations by Murthy and Lakshmi-narayana, (2006) who associated availability of resources and performance of national police service projects. The findings further agree **with** (Maes et al., 2001; McFarlane, 2000). Who also found a positive association between availability of resources and performance of national police service projects. The Table 4.21 presents the Correlation Output as derived from SPSS.

Table 4.21: Pearson Correlation Analysis

		Performance of National police service projects
Staff training on post trauma management practices	Pearson Correlation	.442**
	Sig. (2-tailed)	.005
	N	76
Effective implementation on post trauma management practices	Pearson Correlation	.590**
	Sig. (2-tailed)	.000
	N	76
Legal frame work on post trauma management	Pearson Correlation	.748**
	Sig. (2-tailed)	.000
	N	76
Availability of resources	Pearson Correlation	.656**
	Sig. (2-tailed)	.000
	N	76

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

CHAPTER FIVE
SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the major findings from the results of the study. It further presents the conclusions reached in relation to the findings of the study. It also presents recommendations and highlights of the areas that require further research.

5.2 Summary of Major Findings

This section is concerned with summarizing the findings of the study pertaining to each variable, and how each of the independent variables, that is staff training on post trauma management practices, effective implementation of post trauma management practices, legal framework on post trauma management practices and availability of resources, influence the dependent variable that is performance of national police service projects.

5.2.1 Staff training on post trauma management practices and Performance of National Police Service

Analysis on was performed using descriptive techniques. It was found that staff training on post trauma management practices are necessary in enhancing performance of national police security team specifically in the public security and administration in Nyeri County. The findings indicate that staff training on post trauma management practices strongly influence the performance of national police service projects as depicted in the coefficient of correlation testing. The findings of the study indicate that, 21.06% agreed, 14.47% disagreed while 11.84% strongly disagreed and 52.63% of the respondents strongly agreed that staff training on post trauma management practices is highly affecting performance of national police service.

5.2.2 Effective implementation on post trauma management practices and performance of national police service projects

The findings of the study depicts that 47.37% strongly agreed and 11.84% agreed which indicated that effective implementation on post trauma management practices influences performance of national police service projects. The results further indicates 13.16% were not sure it influences while 19.74 % indicated that it moderately influences and 7.89% felt that effective implementation do not influence performance of national police service projects. This means that effective implementation very highly influences the performance level employee of staff of national police service projects in Nyeri County, Kenya.

5.2.3 Legal framework on post trauma management practices and performance national Police service projects

From the study findings, legal framework on post trauma management practices very highly influence the performance of the national police service projects presented by 36.0% strongly agreeing, 30.3% agreed 16.7%, were uncertain and 10.0% disagreed and 7.0% strongly disagreed with the proposition. This means that legal framework on post trauma management practices has a high influence on performance of national police service

5.2.4 Availability of resources and Performance of the national police service projects

From the research findings, it is apparent that availability of resources is necessary in enhancing performance of national police service projects. From the findings on the level to which the respondents agreed with the proposition that national police service ensured that there was availability of resources directly linked to post trauma management, majority of the respondents representing 47.10% strongly agreed, 13.1% and 14.00% agreed and were uncertain (Neither) respectively, while 20.20% disagreed to that preposition.

Lastly, 5.60% of respondents indicated that they strongly disagreed that project managers ensured that the quantities and the schedule of the resources was directly linked to post trauma management practices.

5.3 Conclusions

Based on the analysis and findings presented above, the following conclusions have been reached. Staff training on post trauma management practices increases the performance of national police service projects in post trauma management practices and can be used to regulate the employee experience when contacted with a traumatic experience. The study hence concludes that there is a strong relationship between Staff training on post trauma management practices and performance of national police service projects in staff of Nyeri County.

The findings reported in this study suggest that effective implementation on post trauma management practices have an impact on performance of national police service projects. This result is broadly consistent with prior management literature on effective implementation on post trauma management practices on performance of national police service projects. In order to gain more specific knowledge on effective implementation on post trauma management practices from the sample officers, different questions were presented to the respondents and thus examined. These questions were focusing on post trauma management practices. The questions on trauma management was of particular interest because they facilitate an understanding of the utilization of implementation strategies on post trauma management.

The study concludes legal frame work on post trauma management practices is an important element of consideration for the successful performance of national police service projects. An initial consultation helped to find out if there are any considerable resistances to legal framework on post trauma management practices. This led to re-consideration of design and perhaps even a review of the overall feasibility of the practices, such as counselling Centre's, availability of counsellors and level of training at an early phase of the practices. Initial consultation results revealed the key issues, concerns and expectations of the stakeholders of the national police service projects so that it would reduce the delays due to protests at later stages as in this case study.

Availability of resources poses a threat to implementation of post trauma management practices. National police service project managers should look in to budget allocations on post trauma management practices so as to improve performance of national police service projects. This may improve the rotten relationship between the police and the public and also have a positive impact on the image the public have that police are trigger happy.

5.4 Recommendations

Based on the research findings, the study will be incomplete without the following recommendations and suggestions to management of National police service and other organizations that may find this research work relevant.

Management should give training on post trauma management the priority it deserves and be willing to carry it out with new ideas.

For an organization that has never had a system in place, a lot of informative awareness campaign would have to be done to enable people see reasons and appreciate why 'effective implementation on post trauma management practices' both for the individuals as well as the organization as a cooperate entity. The government agents should be enlightened on the need for timely availing of funds to cater for post trauma management.

Creating links between legal framework management, performance, standards (standard of a job), organizational goals and bringing out the initial job elements arid criteria of a job will easily determine the difference between success and failure of national police service projects in place.

Management should put in place other factors that are not monetary inclined which will enhance the performance of national police service positively. Factors like public participation are important elements so that the community members will also feel ownership of community policing projects.

5.5 Suggestions for Further Studies

This study sets the tone for further research into the link between various factors affecting performance of national police service. It could also be the basis for comparing data from similar post trauma management practices from other counties.

The study is therefore not exhaustive and hence proposes that the following studies to be carried out in the same area of research;

A comparative analysis of training on post trauma management in staff of the Kenya police service and administration police service in Nyeri County at different years on different training scales an also an investigation of the influence of staff training on post trauma management practices .

An investigation of the influence effectiveness of implementation of post trauma management practices in staff of Kenya police service and administration police service Nyeri County, Influence of legal frame work on post trauma management practices in staff of the Kenya police service and administration police service in Nyeri County

An investigations on availability of resources to cater for post trauma management practices should be carried out to find other fundraising strategies available to boost the budget allocation.

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APPENDICES

Appendix I: Letter of Introduction

I am a postgraduate student at University Of Nairobi carrying out a research study on effects of post trauma management projects on work performance among the national police service in Nyeri County. I humbly request that you kindly participate in this study by filling in the attached Questionnaire appropriately. The information obtained will be purely for the research study and identification of respondents will be strictly confidential. Please fill in the following questionnaire by answering all the questions given as instructed. Please do not indicate your name anywhere in the questionnaire.

Kindly Yours,

Alice Irungu.

Appendix II: Transmittal Letter from University

UNIVERSITY OF NAIROBI
OPEN DISTANCE & E-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
NYERI LEARNING CENTRE

5 August 2020

TO WHOM IT MAY CONCERN

SUBJECT : INTRODUCTION LETTER
IRUNGU ALICE WANJIKU - REG. NO. L50/23811/2019

This is to confirm that the above named is a bona fide student of University of Nairobi, persuing Master of Arts Degree in Project Planning and Management in the ODeL-Campus – Nyeri Centre.

She has successfully completed course work and is currently writing the Research Project which is a requirement for the award of the Degree. The topic is "***Influence of Post Trauma Management Practices on Performance of National Police Service in Nyeri County Kenya"***

Any assistance accorded to her will be highly appreciated.

For :Dr. Anthony W. Ndungu
REGIONAL CO-ORDINATOR
NYERI LEARNING CENTRE

Appendix 1I1 Research authority from Nacosti

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **651213**

Date of Issue: **26/August/2020**

RESEARCH LICENSE

This is to Certify that Miss.. ALICE wanjiku irungu of University of Nairobi, has been licensed to conduct research in Nyeri on the topic: Influence of Post Trauma Management Practices on Performance of National Police Service in Nyeri County Kenya for the period ending : 26/August/2021.

License No: **NACOSTI/P/20/6367**

651213

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX 111: QUESTIONNAIRE

Please fill in the following questionnaire by answering all the questions given as instructed. All information will be treated in high confidence and shall only be used for the purposes of research. Please do not indicate your name anywhere in the questionnaire.

Section a Bio Data

1. What is your age bracket?

   i. Below 25 years [ ]

   ii. 26 – 30 years [ ]

   iii. 31 – 35 years [ ]

   Iv. 36 years and above [ ]

2. What is your level of education? [ ]

   i) K.C.S.E [ ]

   ii) Tertiary [ ]

   iii) University [ ]

   iv) Post Graduate [ ]

3. How many years have you been in the National police service?

   i) 0-5 years [ ]

   ii) 6-10 years [ ]

   iii) 11-15 years [ ]

   (iv) 16-20 years [ ]

Section B

Staff training on post trauma management practices and Performance of National Police Service

The data in this section will be used to measure the effects of training on post trauma management projects on National police employee in Nyeri County.

How often have you attended training workshops and seminars on performance?
……. (Respond on Monthly Frequency)

Kindly indicate your agreement or disagreement on a 5-point scale from "SD-strongly disagree" to "SA-strongly agree" (5)
(1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree

Do you agree that	5	4	3	2	1
The training was well planned					
Training was of sufficient duration					
The training program is helpful in personal growth					
The training programs offered are helpful in long run for the police officers					
The instructors addressed the trainees doubts					

1. Are there enough personnel to attend to all the scheduled trainings?

Yes [ ]

No [ ]

2 .Have you had situations of lack of working internet for specialized tasks in the police service?

Often [ ]

Rarely [ ]

Not at all [ ]

3. Have there been any instances of lack of training due to lack of hardware/software for conducting post trauma management training?

Often [ ]

Rarely [ ]

Not at all [ ]

4 .Have there been situations of training falling behind schedule due to lack of qualified training assistants?

Often [ ]

Rarely [ ]

Not at all [ ]

5. in your opinion, to what extent does training on post trauma management influence performance?

a) Not affecting [ ]
b) Moderately Affecting [ ]
c) Affecting [ ]
d) Highly Affecting [ ]
e) Very Highly Affecting [ ]

Effective implementation on post trauma management practices and Police performance

6. The data in this section will be used to measure how effective implementation of post trauma management practices influences performance in Nyeri County. Kindly indicate your agreement or disagreement on a 5-point scale from "SD-strongly disagree" to "SA-strongly agree" (5).

7.

(1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree

Do you agree that	5	4	3	2	1
There is availability of financial resources to support post trauma management projects					
There is ability to successfully adapt to stressors and maintain psychological well-being in the face of adversity					
Specialized training elevated level of professional mastery, and assurance in personal and team capabilities					
There is higher levels of resilience and better quality of life scores					
There is reduced risk for developing conditions such as PTSD or depression					
The have well spelt out strategies to post trauma management					
The strategies utelized are never delayed.					
The strategies utelized are varied over time					

8. Have you had the level of strategies utilized varied from the original time upwards?
   i. Yes [ ]
   ii. No [ ]

   If yes, what would you attribute the variation to?

   _____

   _____

9. Have you had situations without strategies implementation due to lack of personnel's?

i. Often [ ]

ii. Rarely [ ]

iii. Not at all [ ]

10. Have there been instances of poor performance owing to lack of strategies to utilize?

a) Often [ ]

b) Rarely [ ]

c) Not at all [ ]

d) Legal framework on post trauma management practices and Police performance

11. The data in this section will be used to measure the influence of legal framework on post trauma management practices on work performance among national police service in Nyeri County. Kindly indicate your agreement or disagreement on a 5-point scale from "SD-strongly disagree" to "SA-strongly agree" (5).(1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree.

Do you agree that	5	4	3	2	1
Legal framework on post trauma management practices has improved work performance of the staff					
Legal framework on post trauma management practices has improved community policing strategies in the National police service					
Legal framework on post trauma management practices has increased the level of mental health among national police service					
Legal framework on post trauma management practices has led to increased crime prevention at the County					
Legal framework on post trauma management practices has improved					

the quality of cases taken to courts by the national police service in the county					
Legal framework on post trauma management practices has increased investigation rate of cases in the national police service in the county					
Legal framework on post trauma management practices has provided room for work related dispute resolution at the national police in the County.					
Legal framework on post trauma management practices has fostered ethical standards in the work performance in the national police.					

12. In your opinion, to what extent do legal framework on post trauma management projects influence performance among the national police service

a) Not affecting [ ]
b) Moderately Affecting [ ]
c) Affecting ` [ ]
d) Highly Affecting [ ]
e) Very Highly Affecting [ ]

E) Availability of resources and Performance of the national police service

13. Have you ever participated in the training on aspects of trauma awareness?

Yes [ ]

No [ ]

If yes, what was your area of participation?

a) I was consulted through a meeting [ ]

b) I contributed materials [ ]

c) As a leaders/part of the committee [ ]

Others – specify…….

14. Are other partners/stakeholders involved in supporting this area?

Yes [ ]

No [ ]

If yes, name at least two:

1. ……..…….

2. ……..……

15. In which ways are they involved:

a) Training [ ]

b) Contribution of funds/other resources [ ]

c) In management/running of the operation of post trauma management [ ]

20). In your opinion, to what extent has the stakeholders' participation positively enhanced the sustainability of post trauma management?

i. To a very low extent [ ]

ii. To a low extent [ ]

iii) To a moderate extent [ ]

iv) To a great extent [ ]

v) To a very great extent [ ]

16) Tick at least two main benefit associated with stakeholders' participation in the post trauma management?

i).	Increased awareness on mental health for officers	[ ]
ii).	Reduced stigmatization	[ ]
iii).	Emotional suppression	[ ]
iv).	Stigma awareness and public understanding	[ ]
v).	Better service delivery	[ ]
vi).	Peer support in culture	[ ]

Others (specify) …….

Thank you for your cooperation.

APPENDIX IV: KREJCIE & MORGAN SAMPLE SIZE DETERMINATION TABLE

Table for Determining Sample Size from a Given Population (Krejcie and Morgan. 1970).

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.
S is sample size.