

# INFLUENCE OF RESOURCES AVAILABILITY AS A TRAUMA MANAGEMENT APPROACH ON PERFORMANCE OF NATIONAL POLICE SERVICE PROJECTS IN NYERI COUNTY, KENYA

Alice Wanjiku Irungu (Author)

*Student, School of Open and Distance Learning (ODEL Campus), University of Nairobi, Kenya*

&

Dr Anthony Wainaina Ndungu (Co-author)

*Lecturer, School of Open and Distance Learning (SODEL Campus), University of Nairobi, Kenya*

## ABSTRACT

*The purpose of this study was to assess the influence of resources availability on performance of national police service projects in Nyeri county, Kenya. The objectives of this research was to; establish the influence of Human Resources availability on performance of national police service projects in Nyeri county, Kenya, to investigate the influence of Technological Resources on performance of national police service projects in Nyeri county, Kenya and; to evaluate the influence of Material Resources on performance of national police service projects in Nyeri county, Kenya. 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. 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 Statistical Package for Social Science (SPSS version 22.0) software for analytical purpose. The study established that human resources availability has a profound effect on psychological aspect that have a far-reaching impact on performance of national police service projects, that technological resources availability influences performance of national police service projects and that availability of money or material 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.*

**Key Words:** *Project Performance, Human Resources, Technological Resources, Monetary or Material Resources.*

## 1.0 INTRODUCTION

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). 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 which affect their related project initiatives (Violanti, 2006).

Resources in the national police service organizations incorporate all advantages, abilities, forms, characteristics, data, learning, and so on controlled by an association that empowers the association to consider and actualize systems to enhance its proficiency and viability. Organization's resources refer to the physical, technological, financial, technological and human inputs available in ensuring effective implementation of strategies. It is not possible to implement the strategies without the appropriate resources. Moreover, the resources are all interlinked together to ensure effectiveness of the implementation process (Olson, Slater, &

Hult, 2005). Human resource consisting majorly of the employees and appropriate personnel, use the other resources to ensure the strategy plan implementation is followed to the later. The management should thus ensure that their budgets are allocated appropriately to the required resources. Hence putting strategy into action requires coordination and allocation of the appropriate resources (Johnson et al, 2005).

Locally in Kenya, besides them required to participate, contribute fully and help achieve related police projects performance, police officers are frequently exposed to traumatic events, it is important to determine the effects these events have on them especially when they lack human resources, technological resources and monetary support. 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 and were mostly related to lack of material, human or technological support towards their duties that relate to projects achievements. 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 of projects 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. This therefore made the researcher revisit the need to have adequate resources and establish the status in the national police service in Nyeri County.

## **2.0 STATEMENT OF THE PROBLEM**

Resources include all tangible and intangible assets accessible to an organization in which their proper utilization can lead to efficiency and effectiveness in projects performance. Performance of any kind project for any organization is affected by different factors at work place. Police as staff and their 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 has 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 that sound viable towards their work related projects. 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 projects. The author related such negativities on lack of or inadequate human resources, technological and monetary resources support that usually influence the performance of related projects. Regardless of the nature of the project, there are many factors that must be considered. Police officers are subject to stressful events on a daily basis, with multiple exposures in a single day being common and the support of resources to their endeavored projects must be addressed.

With the constitution of Kenya 2010 and the National Police Service Act 2011 it offers a wider constitutional and technological framework for policing, there are no clear regulations or policies with detailed guidelines on how policing should be implemented as well as related project initiatives (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 while addressing the resources availability issue especially that which concern the national police projects performance seems neglected. It is against this backdrop that this current research study seeks to assess the influence of resources availability on performance of national police service projects in Nyeri county, Kenya.

## **3.0 PURPOSE OF STUDY**

The purpose of this research was to assess the influence of resources availability on performance of national police service projects in Nyeri county, Kenya.

## **4.0 OBJECTIVES OF THE STUDY**

This research was guided by the following research objectives;

1. To establish the influence of Human Resources availability on performance of national police service projects in Nyeri county, Kenya.
2. To investigate the influence of Technological Resources on performance of national police service projects in Nyeri county, Kenya.
3. To evaluate the influence of Material Resources on performance of national police service projects in Nyeri county, Kenya

## 5.0 LITERATURE REVIEW

The section below presents the literature review based on the research variables;

### 5.1 Human Resources Availability and Performance of National Police Service Projects

Human resources are however given more emphasis to contribute more on effectiveness of strategies as compared to the traditional mass production tangibles of capital, infrastructure and equipment (Modahl, 2010). Human resources incorporate all the experience, information, judgment, chance taking inclination and astuteness of people related with an association. According to David (2013), it is one of the four major resources (financial, physical, human and technological resources), which when well utilized can lead to successful projects performance in the policing field. Huselid, Jackson & Schuler (1997), called attention to that by coordinating human asset administration with procedure, the basic HR aptitudes, demeanors, practices and exhibitions that are expected to effectively actualize methodologies can be obtained, created, spurred and kept up. Institutions have different processes of recruiting, training and developing its staff. Exit, retirement and succession strategies are important in maintaining human resources. Inadequate personnel due to inappropriate deployment is a major challenge noted by Kipkurui (2014) inhibiting projects performance and causing trauma in NPS. The scholar recommended deployment of police officers considering equality and gender. Human resource management practices, for example, resourcing rehearses, work outline, representative support and strengthening, group-based creation frameworks, broad worker preparing and execution unforeseen motivation remuneration are generally accepted to enhance the execution of associations (Busienei, 2013). From the above studies it's evident that human resources play a major role towards strategic plans implementation.

### 5.2 Technological Resources availability and Performance of National Police Service Projects

Technology is an important resource in influencing organizations project performance (Njoroge, Muathe & Bula, 2016). According to David (2013) it is one of the vital resources which when well utilized can lead to successful projects or project performance. Organizational competency is an association's quality that empowers it to better separate its items or administration quality by building innovative framework to react to clients' needs, consequently enabling it to contend more proficiently and effectively than others (Arend and Levesque, 2010 and Anderson, 2011). Barney and Hesterly (2010) propelled that elusive innovation assets are more maintainable than substantial assets which can be gained and copied by contenders. Improvement and innovation of modern ICT infrastructure systems are technological resources adopted by many organizations recently. Research and development are major tools enhancing technology in an institution. Kipkurui (2014), advanced that use of inappropriate technology in policing was a major factor failing police related projects in in the National police service in Kenya. Nyogesa (2013) further noted that inadequate modern security equipment was inhibiting KPS from its policing work. The two scholars suggested improvement of technology in the service by acquiring modern communication gadgets, rifles, bullet proof vehicles and vests. Technological advancement is a key factor in any organization growth and development required in counteracting their trauma and related projects performance among the staff. Therefore, there is a direct link between projects performance and technology.

### 5.3 Monetary/Material Resources Availability and Performance of National Police Service Projects

Material or monetary of financial resources suggest the association's capacity to proficiently use its money related asset to expand benefits (Inmyxai and Takahashi, 2010). Financial resources include debt, equity, and retained earnings among others. According to David (2013), it is one of the four vital resources (financial, physical, human and technological resources), which when well utilized can lead to successful national police projects performance. An organization penchant towards achievement exchanges relies upon the accessibility of money related assets and an association might be shortened towards advancing procedures when monetary assets are restricted (Lee et al., 2001). Government budgetary allocation, NGOs and donors constitute to a large extent funding of state institutions. Kipkirui (2014), identified inadequate funding as a major challenge towards performance of police related projects in National police service and recommended the National government

and donors to increase their budget allocation towards the service. His study noted that for many years the NPS was suffering from inadequate budget allocation which had stalled many projects including housing, better remuneration, and medical cover among others. Musyoka (2011), examined challenges facing Jomo Kenyatta Foundation in implementing its strategies and found that inadequate funding was a major hindrance that needed greater attention. However, Nyongesa (2013) noted transparency and accountability as some of the factors leading to failure or success of related projects by police service. From the above studies it's evident that national police projects' performance is dependent on availability and proper usage of financial resources. Inadequacy or misappropriation of financial or monetary resources in an organization can adversely affect strategic plans implementation.

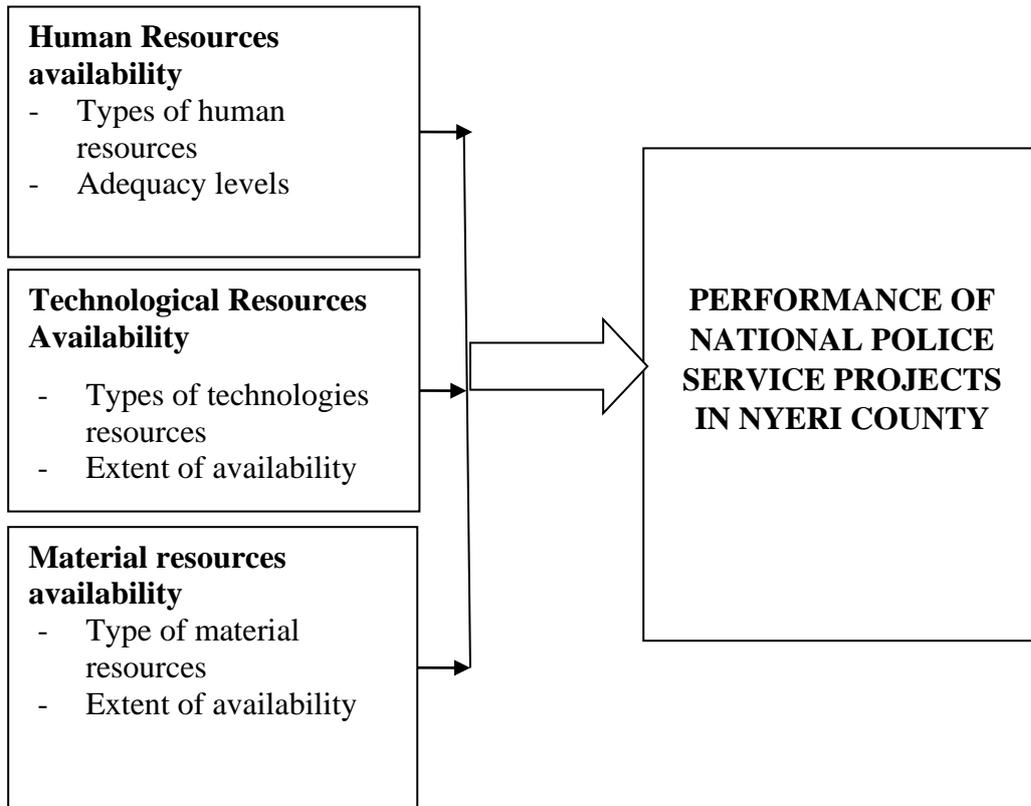
## **6.0 Theoretical Review**

This research was guided by the resource-based view that says that crucial organization is an explanation behind high ground of an organization which depends in a general sense on the usage of pile of beneficial generous or insignificant resources at the affiliation's exchange (Wernerfelt, 1984). To change a short-run high ground into an upheld high ground it requires that the benefits be heterogeneous in nature and not magnificently convenient (Peteraf, 1993). These satisfactorily changes over into imperative resources that are neither perfectly imitable nor substitutable without uncommon effort (Barney, 1991). Despite the way that, having heterogeneous and stable resources is essential in achieving high ground, it isn't adequate alone if the firm needs to help it.

Barney (1991) proposed VRIN structure that looks at if assets are important, uncommon, expensive to copy and non-substitutable. The assets and abilities that can meet the structure prompt managed upper hands. Assets are profitable in the event that they help associations to build the esteem offered to the clients. Assets that must be gained by one or few organizations are thought to be uncommon. Besides, the assets should likewise be exorbitant to impersonate or to substitute for an opponent if an organization needs to accomplish managed upper hand. Be that as it may, asset-based view contends that an asset without anyone else's input doesn't present any preferred standpoint for an association in the event that it isn't composed to catch the incentive from it. An association requires a powerfully developing port-folio of assets and capacities to support its aggressiveness and help drive changes in its execution (Thompson, Strickland III and Gamble, 2013). The theory helped in the research study in that resources availability.

**7.0 CONCEPTUAL FRAMEWORK**

The following conceptual framework will guide the literature review of the study;



**Independent Variables**

**Moderating Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**8.0 RESULTS AND DISCUSSION**

The section below presents the results and discussion of findings based on the research variables.

**8.1 Regression Analysis**

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  $\leq 0.05$ . I.e. if the P Values are less than 5%. For the Test Statistic, the F Test on ANOVA was preferred. The table below shows Statistical output of F test performed using SPSS.

**Table 1: F Test on ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.551	2	.138	11.016	.000 <sup>a</sup>
Residual	.348	33	.011		
Total	.898	35	.149		

a. Predictors: (Constant), human resources availability, technological resources, material resources

b. Dependent Variable: Performance of National Police Service Projects in Nyeri County

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; human resources availability, technological resources, material resources were all useful predictors of Performance of National Police Service Projects in Nyeri County. 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. The table presents the regression model summary.

**Table 2: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.928 <sup>a</sup>	.861	.766	.1026780	2.285

- a. Predictors: (Constant), Human Resources availability, Technological Resources, Material Resources
- b. Dependent Variable: Performance of National Police Service Projects in Nyeri County

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, that is, Human Resources availability, Technological Resources, Material 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.

**8.2 Regression Model Coefficients**

As evidenced by the regression analysis output, all the independent variables, Human Resources availability, Technological Resources, Material Resources are statistically significantly different from 0 (zero). This is because their P Values are less than 0.05. The coefficient for human resources availability (0.021) is significantly different from 0 because its p-value of 0.009, is smaller than 0.05 level of significance. Therefore, human resources availability significantly influences the performance of national police service projects. The findings are consistent with Leigh Wills and Schuldberg (2016) who established that human resources availability was an indispensable determinant of the performance. The coefficient for availability of technological resources (0.112) is statistically significant because its p-value of 0.006 is less than 0.05 level of significance. As such, technological resources availability 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 availability and adequacy of technological resources was a significant predictor of performance of national police service projects.

The coefficient for technological resources availability (0.622) is statistically significant because its p-value of 0.002 is less than 0.05 level of significance. Technological resources availability therefore determines the level of performance of national police service projects in Nyeri county. The findings agree with past studies by Pietrzak et al. (2014) who assert that technological framework was a key predictor of performance of national police service projects. Finally, the coefficient for availability of material resources (0.182) is statistically significant because its P –Value of 0.002 is less than 0.05 level of significance. Therefore, availability of material/money 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, 2001) on the contribution availability of material 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; Human resources materials = 0.037 + 0.21 (technological resources availability) + 0.112 (performance of national police service projects in Nyeri county) + 0.622 + 0.182 (constant).

**8.3 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 Coefficient 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 human resources availability and performance of national police service projects in Nyeri County.

Going by the results of the Pearson Correlation analysis, there exists a positive relationship between technological resources availability and performance of national police service projects in Nyeri County. 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 human resources availability 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 human resources availability and performance of national police service projects in Nyeri County.

The Pearson Correlation coefficient for technological resources availability practices stands at 0.748. This indicates a strong level of positive association between technological resources availability and performance of national police service projects in Nyeri county. 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 adequacy of technological resources and performance of national police service projects in Nyeri county.

Finally, the Pearson Correlation Coefficient for availability of material/money resources stand at 0.656 which indicates a moderate level of positive association between availability of material/money resources and performance of national police service projects in Nyeri county. 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 material or money resources and performance of national police service projects in Nyeri County. The findings further agree with (Maes et al., 2001; McFarlane, 2000). Who also found a positive association between availability of financial/material or money resources and performance of national police service projects. The table below presents the Correlation Output as derived from SPSS version 22.0.

**Table 3: Pearson Correlation Analysis**

		Performance of National Police Service Projects
Human resources availability	Pearson Correlation	.442**
	Sig. (2-tailed)	.005
	N	76
Technological Resources Availability	Pearson Correlation	.590**
	Sig. (2-tailed)	.000
	N	76
Availability of material or money 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).

**9.0 CONCLUSIONS**

The research concluded that human resources availability influences the performance of national police service projects and can be used to regulate the individual employee performance to a great extent. The study hence concludes that there is a strong relationship between human resources availability and related aspects based on

adequacy, quality and wellness and performance of national police service projects in staff of Nyeri County. The findings reported in research suggest that technological resources support, availability, quality and adequacy have an impact on performance of national police service projects in Nyeri County. The study concludes that material or monetary support is an important element of consideration for the successful performance of national police service projects. Availability of money, financial or material support resources poses a threat towards the performance of projects in the national police service in Kenya.

## 10.0 RECOMMENDATIONS

This research recommends that the government through the various institutional frameworks ensure that National Police Service Project managers evaluate well on project budgets allocations in the national police service 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. More research should be conducted so as to establish other types of resources that might not be identified in this research to elaborate further on their related impact on performance of the national police service in Nyeri county and Kenya at large.

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