

Risk Analysis and Staff Performance of Kampala Metropolitan Police-Uganda

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Abstract

World over, researchers and risk managers have become increasingly interested in analyzing risks affecting performance of organizations; Kampala Metropolitan Police (KMP) is not exceptional. This paper examined the relationship between risk analysis and staff performance of Kampala Metropolitan Police. A mixed methodology approach was applied to achieve the set objective. Quantitative data were collected using questionnaires from 148 respondents. Qualitative data in contrast, were collected by means of interviews which were conducted with key informants. Analytical techniques of correlation and regression analysis were applied to the quantitative data, while content analysis procedure was applied to the qualitative data. Results confirmed that risk analysis significantly influence staff performance risk analysis (r=0.335, p=0.000). Based on the findings, the study concluded that performance improves with better risk management strategies.The study recommends the line ministry to design policies pertaining to risk management matters, KMP should diversify on risk analysis methodologies among other factors in order to improve staff performance.

Key words: Risk Analysis, Staff performance, Kampala Metropolitan Police, Uganda.

Introuduction

Historically, the term risk management was coined as far back as the early 1950's when insurance managers began to identify themselves as risk managers and began practicing what they called risk management activities (Cretu, Stewart and Berends, 2011 ; Brebbia, Kassab and Divo, 2011). Cretu et al, (2011) and Bowen, (2013); Jaeger, Webler, Rosa & Renn, (2013) further argue that risk management has existed for centuries, beginning as far back as the Code of Hammurabi although according to different scholars it may have been termed differently.

Quirk, (2011) for example in his book, "reimagining government public leadership and management in challenging times" argues that risk management has been existing for a very long time. However, its practice

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as a science is estimated to have taking off in the 1960's resulting into the development of a space industry since then risk management has increasingly been accepted in the world management. The accepted risk management model (ISO 31000) later came to be recognized internationally in 2009. The standard which seeks to minimize the effects of uncertainty upon the achievements of an individual organization through risk identification, risk analysis, risk response planning and risk monitoring and control in order to maximize the opportunities of an organization.

This eventually has been adopted by most managers and organizations as a best practice of managing risks in order to achieve the organizational objectives. However, much as risk management is being practiced in the commercial industries and insurance corporations most public industries such as the Uganda Police seem to ignore it. This could be part of the possible causes explaining their poor performance.

Erisman and Gautschi, (2015) capture the evolution of the main goal of risk management as being the protection of workers, the community, the environment, customers, and the organization's physical assets. In other words, the authors contend that a valid risk management strategy can protect the organization and its environment which ought to be the case in the Uganda Police being the organization under study.

According to Conrow, (2003); Robbins and Coulter, (2013) for a good risk management process to be successful it should be anchored under an effective and progressive and solid institution based on its validity which means and includes but not limited to the following characteristics: communication, budgeting, human resource, contracting, configuring ,scheduling among others. The risk management process should therefore be tailored to each program although it seems to be an obvious activity in many organizations. However, the case may be different in other public organizations, Uganda Police Force not exceptional. Risk management therefore should be adopted by organizations since it has been discovered to be an integral aspect and indeed key to success to management processes.

Youngberg, (1998); Stromback and Kiousis, (2011) in the same vein give their observation of the historical perspective of risk management having existed for quite a period of time. These authors further explains how humans have been managing risks ever since they were capable of coherent thought-weighing up the risks of attacking large animals against the reward of tasty food; investing in the planting of the crops for the reward of the harvest. The authors also cited the risk management as it was also used for sacrificing animals to gods in expectation of reward in the afterlife. Finally, Stromback and Kiousis, (2011) argue that the taking of the opportunity out of risk and taking the risk out of opportunity is natural.

Moreover, O'Fallon and Rutherford, (2011) illustrate how risk management became the buzzword gaining immense popularity. They further contend that risk management activities were being widely utilized largely by insurance underwriting and broking disciplines to deal primarily with any associated financial risks.

Over time, more disciplines began to realize the benefits of applying various risk management practices to their day-to-day activities. This saw the evolution of risk management into a formally accepted and renowned discipline of its own. The argument in this paper is that for staff performance in any given including the Uganda Police Force to improve, it should properly manage Operational risks. The study therefore calls for addressing staff performance issues in the Kampala Metropolitan Police (KMP) as a case study from Uganda. According to Hale and Whitlam, (2000);Newport, (2016) staff performance began around 60 years ago as a source of income justification and was used to determine an employee's wage based on performance. Organizations conduct performance management systems in order to improve performance of not only the individuals but also the entire organization. The authors contend that organizations used Performance Management to drive behaviors from the employees to get specific outcomes. This practice worked well for certain employees in specific organizations who were solely driven by financial rewards. James M. Kouzes, Barry Z. Posner - Google Books," (n.d.-a) affirm that where employees were driven by learning and development of their skills, this strategy failed miserably.

According to Robertson, (2013); Daniels, (2014); 3rd ed, n.d.), the gap between justification of pay and the development of skills and knowledge becomes a huge problem in the use of Performance Management much as financial rewards are regarded as very important for the betterment of performance of an individual organization. The approach of managing performance was developed in the United Kingdom and the United States much earlier than it was developed in Australia. This became evident in the late 1980s; the realization that a more comprehensive approach to manage and reward performance was needed (Shields et al., 2015). Theoretically, this study was modelled on the theory of Self- Efficacy as advanced by Bandura, (1977) and other scholars such as Locke & Latham, (2013); Schwarzer ,(2014); Cheung, Fong, Zhang, Kwan and Kwok, (2014); Peterson and Bredow,(2009) who suggested that self- efficacy theory and other theories of motivation such as Self- worthy theory, Self-determination theory, and Self-verification theories can be used to analyze risk management behavior and how it affects staff performance. As used in this study, the self-efficacy theory holds that risk management processes influence staff performance. Furthermore, that steps of the risk management model process that includes risk identification, risk analysis, risk response and planning and risk monitoring and control influence staff performance as well.

Moreover, the action theory approach was used to link the relationship between risk management and staff performance as described by (Corelli, 2014; Brauer, 2016). Subsequently, the action theory approach describes the performance process as any other action from both a process and a structural point of view. Whereas the process point of view focuses on the sequential aspects of an action, the structural point of view refers to its hierarchical organization. On the other hand, the process point of view, indicates how goal development, information search, planning, execution of the action and its monitoring, and feedback processing can be distinguished. The process point of view further describes how performance depends on high goals, a good mental model, detailed planning, and good feedback processes are attained (Briner, 1999; Hacker and Hreblay, 2002; D. J. Hacker, Dunlosky & Graesser, 1998; Decker & Galer, 2013 ;Carey, Cayol, Poland and Weis, 2015; Fry, Ketteridge and Marshall, 2014)

In sum, Waite and Goos, (2012); Meeting, (1980) affirm that good performance requires proper planning procedures and adequate feedback as opposed to the current procedures conducted at KMP which only focus on planning and budgeting without proper communication methods which may be regarded as obsolete. Wagner and Hollenbeck, (2002) further contend that respect to information search and hypothezing, the processing of action which are relevant are crucial processes but parsimonious and realistic information performance concepts. The performance theory therefore is crucial for high performance to be noted in any given organization. The details of the relationship between self-efficacy and action theories are given in chapter two of this study.

Lastly, the study was largely guided and modeled on the basis of risk management process model which attempts to describe the systematic four steps of: Risk identification, risk analysis, risk response planning and risk monitoring and control.

Brumbach, (1988 as cited in Armstrong, 2004); Heinecke, (2011) (Burbidge, Woinarski, and Harrison, (2014); Armstrong,(2012a); Washington and Leaver, (2015) contend that performance refers to both behaviors and results, and adjusting organizational behaviors and actions of work to achieve results or outcomes. Behaviors can be defined as outcomes in their own right and reactions to the product of mental and physical effort applied to tasks.

Therefore, the police performance should not only be defined in terms of arresting criminals and having them detained for the alleged crimes they have committed but should consider the achievements of the force in terms of community policies among others. Police performance in the Ugandan context mainly entails; protection of life and property, preservation of law and order, prevention and detection of crime and cooperation with civilian authorities and other security organs established under the constitution and with the population generally (A Review of the Uganda Police Force 2006:12, n.d.-a)

For that matter, this paper contends that police performance should not only be considered from the point of how well police handle criminals in terms of processes but how the public perceives their actions. This seems to be in line with Martin, (2016); Dychtwald, Erickson and Morison, (2013) who holistically analyze staff performance as a process that establishes a shared workforce and understanding towards what is to be achieved at an organizational level and aligning the organizational objectives with the employees' agreed measures, skills and competency requirements. This seems to suggest that delivery of results can only be achieved when an organization's development plans have been efficiently affected. Furthermore, the Jeynes, (2012) contends that for Operational Risk Management to be effective organizations need to analyze critically the ten principles of risk management. By including the 10Ps of risk management which includes: premises, product, purchasing, people, procedures, protection, processes, planning, polices and performance can greatly improve performance of an individual organization. The presence of these 10Ps of risk management as described above are associated with effective performance.

In sum, the Uganda Police Force (UPF) particularly in the Kampala Metropolitan Police, staffs should have more relevant skills, motivation and commitment for them to work more effectively and efficiently in order to manage Operational Risks. These areas in turn are expected to lead to better performance more so when targets are set appropriately and monitoring & evaluation tools are perfectly measured for effective performance. Buttle and Maklan, (2015) on the other hand seem to suggest that all risks should be considered strategically at the most senior level for better and effective performance of any organization.

Contextually, UPF is charged with advancement and enhancement of peace and stability, order and adherence to the rule of law and good governance to ensure internal co-existence with the public. The mandate of the UPF is derived from the 1995 Constitution of the Republic of Uganda under article 212. However, UPF just like any other arm of the government has been growing with a number of challenges which include increasing numbers of crime incidences as reflected in the statistics released by the Inspector General of Police (IGP) Annual Crime and Road Safety Traffic Report (2013).

Statistics from the Annual Crime and Road Safety Traffic Report (2013) revealed an increase in the commission of crimes such as Homicides by 17.8%, Defilements by 15.8%, Domestic violence by 18.4%, Child Related by offences 38.9%, and Land related offences by 30.8% compared to 2011 and 2012.This decline in performance may expose the institution to operational risks that may lead it to high levels of operational risk. If the police do not perform their duties as stipulated in the Ugandan constitution and laws over time, then it will result in high crime rates and loss of trust and confidence from the public domain. There is no response to the demands scaling up and to expand their services, the UPF has tried to contain the situation but still many challenges related to operational risk management remain an issue of concern to the entire organization. This association between ORM and risk analysis has never been empirically measured in Uganda and Africa at large yet this study shows the level of operational risk has been relatively high. The situation described above points to the need to determine how operational risk management affects performance of the police staff. This brings the question of what may be the recommendable risk management practice that can improve the performance of the UPF.

Methods

Study Design and setting

The study population was derived from Kampala Metropolitan Police, located in Kampala city, Uganda. The study specifically focused on the senior police officers, inspectorates and Non Commissioned Officers derived from respondents from Kampala Metropolitan Police which comprised of regions such as Northern Region whose headquarters is situated at Kawempe Police Division, Eastern Region whose headquarters is located at Jinja Road Police Division, Southern Region whose headquarters is situated at Katwe Police Division among other stations and barracks around Kampala Metropolitan Police.

The target populations in focus included (5) senior Police officers (15) Heads of departments. These categories of respondents were selected as they were the key players in the running of the police and hence were expected to be well conversant with the Police affairs. Among other respondents who participated in the study were (92) inspectorates and (97) other ranks, categories that were selected in order to ensure the different viewpoints about Operational Risk Management and staff performance in Kampala Metropolitan Police. A sample size of (213) respondents was determined using statistical tables of Morgan (1970) as cited by (Morgan, Leech, Gloeckner and Barrett, 2012) ; Payne & Payne, (2004). and these included various categories that were as five were selected from five using purposive sampling from the category of senior police officers, (19) were selected from (20) using stratified sampling and convenience sampling was used to select (92) inspectorates from (120) and (97) other ranks were selected from (130) to participate in the study. The author chose this sampling technique because it necessitated him to meet the respondents at their own convenience and also to ensure that this sample is an accurate representation of a large group.

The study adopted the concept of nominal and ordinal types of measurements for measurement variables as advised by Resources,(2016) of which questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Fenton & Bieman, (2014); Burt, Barber and Rigby, (2009) urge that Ordinal Scale as measurement of variables do not only categorize the elements being measured but also rank them into some order. The same concept was applied in the current study. Therefore the numbers in the ordinal scale represents relative position or order among the variables Grinnell and Unrau, (2008) and Muth, (2014). The nominal scale of measurement applied to cases which had some common characteristics such as sex, marital status, and employment status among others. In nominal measurement of variables, numbers were assigned only for the purposes of identification but also allowed for comparison of the variables that were measured (Gopalakrishnan, 2012). On the other hand, Interval scales of measurement were used to capture personal data of respondents (Boslaugh, 2012)

Data Analysis

onette, Sullivan and DeJong, (2010); McNabb, (2015); Maxwell, (2012); Ritchie et al., (2013) define data analysis as a process in which raw data is ordered and organized, modeled and transformed into useful information. The data in the current study is analyzed both quantitatively and qualitatively. Generally, the process of analyzing data involved categorizing and coding interview notes using analytical coding that represented the themes of the key research questions of the study. Statements with similar viewpoints were clustered and labeled with the same code.

The codes were grouped by similarity, and themes and relationships were identified, so that patterns, commonalities and differences emerged. Yin, (2010b); Harding, (2013) explain themes and relationships identified in the data were developed after careful inspection and review of the initial coding and categorization of the data. The generalizations and findings of the study were compared with the propositions put forward in Petrič, (2013);Gruszka, Matthews and Szymura, (2010) theory of Self efficacy, in order to determine whether the latter were valid for Kampala Metropolitan Police. The analysis of qualitative and quantitative data was aided by the use of SPSS software version 22.

Furthermore, the author generated percentages and frequencies for the purposes of making comparisons from responses. Pearson product Moment correlations were used to determine the relationship. Correlation coefficient analysis was used to test the relationship between the variables. Regression analysis was further used to determine how risk identification affects staff performance.

Objective of the study and respondents' views of risk analysis

The objective of the study was to establish the relationship between risk analysis and staff performance of KMP. The respondents were asked to respond to a number of statements regarding risk analysis. The responses are summarized in Table 1: below. This objective was analyzed by using the descriptive statistics namely the mean and the standard deviation. The mean portrays the average response on a statement and standard deviation portrays the extent to which scores deviate from the mean. The study adopted a 5-liket scale that included; (5-Strongly), (4 - Agree), (3-Not Sure), (2- Disagree) and (1-Strongly Disagree). The interpretation scale was; 1.00 -1.80 (Strongly Disagree), 1.81 -2.60 (disagree), 2.61-3.40 (Not sure), 3.41-4.20 (Agree) and 4.21-5.00 (strongly agree).The information was generated through a self-administered questionnaire and the results are presented in Table: 1 below:

Table1: Respondents' views on risk analysis

N0.	Statements	Mean	Standard Devation
1.	It is possible to perform a direct analysis of every risk case in the Kampala Metropolitan Police.	2.6824	1.56073
2.	At the KMP the analysis of risk is a key management responsibility	3.1081	1.21854
3.	Risk analysis is an ongoing process involving identifying the potential harm at the KMP	2.5000	1.15764
4.	There is a systematic approach to risk assessment at the KMP	2.8919	1.47605
5.	At the KMP there is analysis of risks to processes	3.0946	1.26887
6.	There is stake holders risk analysis At the KMP	2.5811	1.51641
7.	.At the KMP there is use of scenario analysis to anticipate how risks might develop	2.7838	1.52325
8.	Risk analysis is participatory at the KMP	3.3581	1.31455
9.	At KMP management uses the SWOT analysis technique to analyze risks	3.0946	1.52234
10.	At the KMP management uses PESTEL technique to analyze risks.	2.5743	1.76547

Source, primary data (2015)

According to the results in Table: 1 above, the study respondents were not sure that it is possible to perform a direct analysis of every risk case in the Kampala Metropolitan Police (mean = 2.6, SD = 1.5). This means that moderately performs a direct analysis. This may imply that it may be or may not be possible for KMP to do a direct risk analysis of every risk identified. If this could be possible for the KMP then their performance could be best demonstrated.

As it can be seen in table: 1 above, the study respondents were not sure that at the KMP, the analysis of risk is a key management responsibility (mean = 3.1, SD = 1.2). This means that at KMP, risk analysis is key responsibility. This is likely to lead to improved staff performance hence improved organizational performance. However, on whether risk analysis is an ongoing process involving identifying the potential harm at the KMP, the study respondents disagreed (mean = 2.5, SD = 1.1). This means that at KMP, management doesn't put emphasis on ongoing identification of risks which in turn affects decision making process in the organization. This implies that when the organizational doesn't continuously identify risks this affects the performance of the staff thus making it difficult for them to achieve the objectives and goals. This may result into poor staff performance.

The study respondents were not sure that there is a systematic approach to risk assessment at the KMP (mean = 2.8, SD = 1.4). This means that at KMP, an effort is put towards an assessment to risk although it is not adequate enough. This may lead to a better staff performance if an effort is put towards assessments of risks especially when performed at every early stage.

Relatedly, when the respondents were asked whether at the KMP there is analysis of risks to processes, they were not sure (mean = 3.0, SD =1.2). This means that the respondents of KMP were not sure that there is analysis of risks to processes as this may reduce the number of risks within the organization especially when it is conducted in a participatory manner. The involvement of other stake holders in the analysis of risks will leads to improved staff performance if KMP adopted this approach. However, when the respondents were asked whether there is stake holders risk analysis at the KMP, the respondents disagreed (mean = 2.5, SD = 1.5). This means that other stakeholders aren't consulted when it comes to conducting stakeholders' analysis. When other stake holders are involved in the stake holders' analysis the severity of risks is minimized and better staff performance is attained.

The study respondents were not sure that at the KMP there is use of scenario analysis to anticipate how risks might develop (mean = 2.7, SD = 1.5). This means that KMP there is no adequate use of scenario analysis to anticipate how risks might develop. The key informants attributed this to lack of adequate means to disseminate the little information available mainly to all police stations which are marred by lack of internet connectivity and regular power outages. This constrains the dissemination of electronic information to other police stations within KMP. Lack of adequate information may result into role ambiguity which may in turn lead to underperformance according to the key informant.

When asked whether risk analysis is participatory at the KMP, the respondents were not sure (mean = 3.3 SD = 1.3). This means that at KMP risk analysis wasn't participatory This may discourage staff performance in such a way that staff may feel that they are not valued by organization as such they may not be committed to work towards achieving organizational goals and objectives hence staff performance will greatly be affected. One key informant noted that,

"*Increased participation in decision making can enhance staff commitment towards meeting organizational goals. But our things in the forces are not done way. Here all we do is to follow orders from our bosses; sometimes you don't have to query because if you do, you end up being taken as an undisciplined officer. This is really affecting our performance. As I speak toy you now I was given a notice to leave the police house in the barracks because it has been a located to a junior officer. How best do you expect me to perform my duties when I am stressed over a number of issues?* " The respondent lamented

This practically implies that performance at KMP can only be improved through employing participatory risk analysis. As can be seen in Table:1 above, the study respondents indicated that at KMP management uses the SWOT analysis technique to analyze risks (mean = 3.0, SD = 1.5). This means that there is an effort put by at KMP to analyze risks. This is likely to lead to improved employee commitment towards attaining work based and organizational goals hence improving staff performance. However on whether at the KMP, management uses PESTEL technique to analyze risks, the respondents disagreed (mean = 2.5, SD = 1.7). This means that at KMP, PESTEL technique is never used to analyze risks, this as result can affect staff performance of KMP. This finding create an implication that when an organization doesn't analyze the risks in an adequate manner, the organization will be open to operational risks which may result to poor staff performance. Further to this, one stake holder observed that KMP never holds stake holders risk analysis.

"*I really wonder whether KMP holders stake holder's analysis and if they do, then it is done wrongly. For example things here done on crises basis, I have never had any plans that KMP conducts such risk analysis since I joined the force*." the respondent lamented.

Correlation Analysis

To establish whether there is a relationship between Risk Analysis and Staff Performance in the Kampala Metropolitan Police, the following alternative hypothesis was used to guide the study;

There is likely relationship between Risk Analysis and Staff Performance of Kampala Metropolitan Police.
In order to test how staff performance affects risk analysis correlation coefficients were calculated using Pearson's Product Moment, with the help of SPSS, Version 20 as reflected and summarized in table: 2 below:

Table 2: Correlation coefficient showing the influence of risk analysis on staff performance

Correlations			
		Risk analysis	**Staff performance**
	Pearson Correlation	1	.335**
	Sig. (2-tailed)		.000
	N	148	148
	Pearson Correlation	.335**	1
	Sig. (2-tailed)	.000	
	N	148	148
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: primary data, (2015)			

The result in table 2 above presents the relationship between risk analysis and staff performance. There is a positive relationship (Pearson Correlation Coefficient) at r = 0.335 that was statistically significant at 99% level of confidence as ρ = .000 is <.01. Thus, the hypothesis that, 'there is likely relationship between Risk Identification and Staff Performance of Kampala Metropolitan Police' is accepted. This means that risk analysis has a positive influence on staff performance. This implies that staff performance depends on risk identification. This could otherwise mean that if risks in KMP are properly analyzed then the performance of the staff will improve as the police personnel will effectively perform their duties. This could therefore imply that, implying that when the Kampala Metropolitan Police puts in more effort to analyze risks the staff performance will greatly improve holding other factors constant.

Regression analysis

Simple regression analysis to test the hypotheses postulated to determine the variance of the effect of risk analysis on performance was carried out, presented and the following is the results deduced from them as seen in table: 3

Table 3: Model summary for risk analysis and staff performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335a	.112	.106	.79288
Predictors: (Constant), Risk analysis				
Source: primary data, (2015)				

The simple regression model summary output in table 3 above shows that R = .335, which is the correlation coefficients for the risk analysis under study with staff Performance.

The coefficient of determination, the R-square is .112, which is a measure of the strength of the computed equation that represents the proportion of variance accounted for in staff performance (dependent variable) by risk analysis (a predictor's variable). Thus, in this case risk analysis has explained only 11.2 % of the variance in the staff performance in KMP. This result means that 88.8 % of the variability in the staff performance is due to other factors outside the scope of this study.

Similarly, the cumulative Beta (β) coefficient between interpersonal skills and teachers' performance is .335, shown to be positive and statistically significant at ρ = .001 level. This means that the more KMP analyses risks the more effective they become as far as staff performance is concerned.

Discussion

The discussion of Risk Analysis and Staff Performance of Kampala Metropolitan Police is based on the results of the descriptive, correlation, regression, documentary analysis and the key informant interviews. The correlation results in respect of risk analysis and staff performance was found to be highly positive and with significant (r= 0.335; p=.000) indicating that risk analysis has a significant positive influence on staff performance at KMP. This means that risk analysis has a positive influence on staff performance. Such a result was confirmed with regression analysis conducted in the study that showed a significant positive relationship between risk analysis and staff performance (β=.335, ρ = .001).The findings further accept the hypothesis that "there is likely relationship between Risk Identification and Staff Performance of Kampala Metropolitan Police". This implies that staff performance depends on risk analysis.

Results from the key informants also revealed that KMP doesn't adequately analyze operational risks on weekly basis resulting into poor staff performance. Furthermore, one key respondent stated that, KMP never holds stake holder's analysis and if they did then it is done wrongly. The respondent lamented.

In addition, some of the respondents expressed a fear that they might risk losing their jobs if the current researcher continued probing the respondents so much about risk management matters at KMP. The respondents attributed this to non-participatory approaches the organization was using as such they were not being involved in most of the management activities operational risk management inclusive. Such a fear was based on the "*order from above belief*", which literally doesn't allow the subordinates to contribute in any management issues but simply to follow the instruction given by top management leaving the subordinate officer with no option accept going by what the bosses tell you the respondent added. This is consistent with Conrow, (2003); Robbins and Coulter, (2013) who assert that for a good risk management process to be successful it should be anchored under an effective and progressive and solid institution based on its validity which means and includes but not limited to the following characteristics: communication, budgeting, human resource, contracting, configuring ,scheduling among others which seem to be considered absolute. The risk management process should therefore be tailored to each program although it seems to be an obvious activity in many organizations. However, the case may be different in other public organizations, Uganda Police Force not exceptional. In addition, results of the current study established that risk analysis isn't an ongoing process at KMP as it did not involve identification of risks that could affect the organizations objectives.

Jeynes, (2012) remarked that for ORM to be very much effective, organizations like the police need to analyze critically the ten principles of risk management. This can be best achieved through inclusion of the 10Ps of risk management which includes: premises, product, purchasing, people, procedures, protection, processes, planning, polices and performance can greatly improve performance of an individual organization. The presence of this 10Ps of risk management is associated with effective performance in the best performing organizing world over.

This is in agreement with Paul, Chris and Matt, (2007) who affirm that police performance can only be improved by carrying out an audit and inspection in order to compare current performance with the previous ones. The police performance can subsequently be labeled as poor, fair, good, very good or excellent. This kind of assessment can also be determined by the previous performance through comparison with the current one. Result of the studies for that matter indicated the staff performance of KMP as being poor as reflected by the descriptive result in table: 1 above.

Also, (Aven, 2008) puts a lot of emphasis on risk analysis being a key aspect in the police institutions as it helps in proper decision making processes especially before taking any action in their operational duties citing a scenario were a cash robbery case that occurred in Norway that required the police to analyze the risks involved before taking a decision that before the police takes an action, there is need to analyze risks. This fact was sustained by some of the key respondents who expressed their disappointment about the risk management issues in the police especially on matters of risk analysis being participatory.

The respondent stated that, increased participation in decision making can enhance staff commitment towards meeting organizational goals. But our things in the forces are not done this way. The key respondent reported that in the forces generally one is required to follow orders from their superiors without querying because if one attempts to do so then you will end up being taken as an indiscipline officer. This is really affecting staff performance. The respondent stressed the need for the officers to be put into consideration especially in the matter of their welfare especially accommodation if they were to settle to perform their duties diligently. The respondent was reacting on the issues of the eviction of the officers from the police barracks of Naguru, Ntinda and Nsambya among others within Kampala Metropolitan Police.

This is consistent with Theaker, (2016) who asserts that risk management traditionally is all about how organizations and possible impact which may be referred to as risk analysis. When a risk is not identified adequately it will lead to poor staff performance which will in turn affect the performance of the entire organization the reverse is also true In a well-focused organization, risk identification is taken to be very important as in the risk management process.

This is in agreement with Artto and Kahkonen, (2013) who assert that risk management golden rules risks are encountered not only in our lives but also in the organizations we operate from therefore in every decision we make it is based on the consideration of the risks involved in the taking in one course of action over another. It is therefore prudent that whenever the individuals or organizations take actions without assessing the risks associated with it more often than not a recipe for disaster but a calculated risk is often well worth taking.

According to documentary analysis, the documents from KMP never showed any budgets prioritizing risks in the course of their duties nor did the documents indicate risk chatting. Risk analysis in the Police context means quantifying and qualifying the risks on daily basis as the police commence their duties. When the risks are not properly analyzed, the police will be very much vulnerable as such they are exposed to the criminals who always target them. Generally, funding risk management activities is very paramount in organizations like police. Funds act as a fuel to enable an organization to run it is programs as well as growing and developing a risk management team which seems missing in KMP and UPF at large.

This findings further concur with Keyes, (2013) who observed that analysis of operational risk is key and an ongoing process that involves an identification of the potential harm to service users, staff and the public at large. Inadequacy of risk analysis could therefore among the reasons why staff performance is seen to decline. In the context of KMP and in relation to the current study, results have indicated that the declining police KMP performance is due to inadequacy of analyzing operational risks.

Also, today while Uganda Police Force struggles to perform their duties, they meet challenges in the execution of the operational work. This hindrance is associated to inadequacy of risk analysis hence affecting their performance negatively. Lack of risk response strategies can makes the organization more vulnerable to risks thus affecting the staff performance. When the respondent was asked if there was any additional information, the respondent added, generally the Uganda Police Force lacks a policy to mitigate risks. And since the organization doesn't have a policy one won't expect police to manage risks. I am not equally surprised the police do things in their own way, Policies guide organizations. The respondent lamented. This implies that organizations without policies to guide operations will always find it difficult to implement operational activities such as risks.

Furthermore, a documentary analysis seems to reveal no risks being documented in all the documents reviewed apart from one of the reports recommended the Uganda Police Force to develop an appropriate policy which should serve as a plan of action. This is in agreement Authors, (2014) and Resources, (2016) who assert that organizations need to develop, motivate and increase staff performance in a variety of human resource applications. In this regard therefore, staff performance should be taken seriously if operational risks are to be managed well. This element seems to be deficient in the forces particularly at KMP resulting to the declining performance.

Basing on the findings of the study as revealed, the respondents disagreed with the facts that KMP practiced any form of risk analysis for the purposes of risk identification for example SWOT and PESTEL analysis. Secondly, the results indicated that KMP as an organizational does not continuously identify risks resulting into failure to effectively manage the risks which could easily affect staff performance as the organization eventually fails to achieve the objectives and organizational goals. Although the results seem to suggest that KMP was making some attempts to analyze risks, there was no ingle tool on the ground for risk analysis. This is in agreement with Adar and Iroanya, (2008) who seem to observe that risk can never be completely eliminated. However, when the organization has established proper institutional structures suitable for organizational stability which seem to be apparently missing at KMP will often reduce the impact. It is therefore the role of every member of the organization to ensure that service users and other organizational members are safe and protected.

Conclusions and Recommendations

The results of the study suggested that participatory risk analysis among others makes a good risk analysis which will in turn influence good decision making and thus improved staff performance. This practically implies that better risk analysis improves staff performance.

The study recommended that the Government of Uganda should formulate clear policies on risk management, funding, and provision of facilities as well as quality assurance. This would help to improve on the risk analysis which has strong effect on staff performance.

The Uganda Police Force should be empowered to put more emphasis on risk management matters so as to enhance staff performance.

The study also recommended that the line ministry designs policies pertaining risk management matters, KMP should diversify on risk analysis methodologies among other factors in order to improve performance.

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