

The Influence of Risk Identification on Staff Performance in Kampala Metropolitan Police

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Abstract

Risk identification is the basic stage in the risk management process and if correctly and regularly done, it ensures effective risk management in any given organization. This paper examined how operational risk identification influences staff performance of Kampala Metropolitan Police (KMP). The study majorly employed a quantitative approach using a cross sectional study design with some qualitative component. A sample size of 213 out of 275 was selected using different sampling techniques. Survey method was used to collect quantitative data whereas interviews and documentary analysis were used to collect qualitative data. A response rate of 69.4 % was registered with a total of 148 respondents participating in the study. Data was analyzed using different statistical techniques that mainly included descriptive and inferential statistics respectively. The results revealed a positive significant relationship between risk identification and staff performance. It was concluded that risk identification affects staff performance in Kampala Metropolitan Police ($r=0.450$ $\rho=0.000$). The study recommends that there is need to develop a department to manage risks not only in Kampala Metropolitan Police but in the entire Uganda Police Force.

Key words: Risk Identification, Staff Performance, Kampala Metropolitan Police

Introuduction

Proper risk identification calls for the detailed knowledge of the company in terms of its operation and the cultural environment in which it's set, for example it is important to establish the nature of Operational activities the Uganda Police Force (UPF) particularly Kampala Metropolitan Police (KMP) deal in. According to (Kendrick, 2009), since Risk Identification is the first stage of risk management, it helps organizations in the development of the basis for the next steps such as risk analysis, risk response planning and monitoring control. Staff Performance refers to the state of gaining missions, tasks, organizational activities and the results obtained from them. Furthermore, staff performance is measured through efficiency and effectiveness of the staff in a given organization. In view of the issues raised above, the relationship between risk identification and staff performance should be characterized by fully committed staff that are well motivated and focused

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towards achievements of the organizational goals including management of Operational Risk especially in organization such as the KMP which is the subject matter in this study.

According to Lutchman, Evans, Maharaj and Sharma (2013), in carrying out any study, the researcher should believe that there is a strong need to identify Operational risks in order to improve on staff performance and productivity. So, an organization needs to improve on risk identification in order to maximize performance. This shows that risk identification influences staff performance.

Conrow, Robbins and Coulter, (2013), affirm 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. 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 of management processes.

In the UPF particularly in KMP, the force continues to rely on adhoc risk management plans that result into inefficiencies and infectiveness in Operational duties. According to (Annual crime Road Safety Traffic Report, (2013) statistics released by the IGP revealed that an increase of crime in the UPF especially in areas such as: Homicides 17.8%, Defilements 15.8%, Domestic violence 18.4%, Child Related offences 38.9%, and Land related offences 30.8% as compared to the previous years of 2011 and 2012.

This decline in performance may expose the institution to high levels of Operational risk especially if organization is not well versed with risk identification technique. This paper was aimed at establishing the relationship between risk identification and staff performance in KMP.

Methods

Study Design and settings

The study adopted a cross sectional survey design. This was useful in obtaining information on the current status of the phenomena in order to describe what exists (Ilona and Natasha, 2011) This method is also justifiable as a means of investigating the relationship between variables which seeks to determine changes over time. This design further described the nature and pattern of the study where both qualitative and quantitative data was collected and analyzed. Qualitative approach is justifiable as it helped in the generation of non-numerical data. While quantitative approach on the other hand is useful for generating quantitative data. Both approaches are considered useful as they enrich the study methods (Ritchie, Lewis, Lewis, Nicholls and Ormston, 2013).

Sample size and study variables

The study population was derived from KMP located in Kampala city, Uganda. The study specifically focused on the Senior Police Officers, Inspectorates and Non Commissioned Officers derived from respondents from KMP 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 KMP. The target population in focus included (5) Senior Police officers (15) Heads of Departments. Among other respondents who participated in the study were (92) Inspectorates and (97) other ranks, categories were selected in order to ensure the different viewpoints about Operational Risk Management and Staff Performance in KMP. A sample size of (213) respondents was determined using statistical tables of Morgan (1970). All the five Senior Police Officers were purposively selected for the study Furthermore, (19) heads of departments 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 authors chose this sampling technique because it necessitates meeting the respondents at their own convenience and also to ensure that this sample is an accurate representation of a large group (Caulfield and Hill, 2014:127)

Data Analysis

Richard T.H, (2012) defines 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 labelled with the same code. The codes were grouped by similarity, and themes and relationships were identified, so that patterns, commonalities and differences emerged. Generalizations that explained the themes and relationships identified in the data were developed after careful inspection and review of the initial coding and categorization of the data (Flick, 2009). The analysis of qualitative and quantitative data was aided by the use of SPSS software.

Results

Objective of the study and respondents' views of risk identification

The objective of the study was to examine how Risk Identification influences Staff Performance of KMP. The respondents were asked to respond to a number of statements regarding risk identification. 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 Agree), (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

Table 1: Respondents' views on risk identification

N0.	Statements	Mean	Standard Devation
1	Risk identification is the basic stage in the risk management process at the Kampala Metropolitan Police	1.5405	.73196
2	At the Kampala Metropolitan Police risk identification is determined by the necessity of knowing risks facing the organization.	2.7500	1.50227
3	At the KMP risk identification is a key management responsibility	2.8108	1.44444
4	When identifying risks at KMP, management uses the basic documentation.	1.6554	.78863
5	At the KMP, there is quantitative risk identification	2.0608	1.42488
6	There is qualitative risk identification at the KMP	1.8041	1.28655
7	Risk identification is participatory at the KMP	2.7365	1.47248
8	Management at the KMP uses the SWOT analysis techniques to identify risks.	2.4189	1.64136
9	Management at the KMP uses the PESTEL analysis techniques to identify risks.	2.5541	1.59200
10	KMP collects the right information during risk identification	3.1149	1.74778

Source: primary data (2015)

From Table: 1 above, the respondents noted that risk identification at the Kampala Metropolitan Police is poor (mean = 1.5, SD = 0.7). When asked whether Risk identification is the basic stage in the risk management

process at the KMP, the respondents strongly disagreed (Mean = 1.5, SD = 0.7).
This means that KMP has a problem in risk identification. This seems to imply that, when risks are poorly identified it will greatly affect the staff performance in a given organization.

When asked whether at the KMP risk identification is determined by the necessity of knowing risks facing the organization., the respondents were not sure whether risk identification is determined by the necessity of knowing risks facing the organization., (mean = 2.7 SD = 1.5). This indicates that at KMP it is necessary to know risks facing an organization. Determination of risks facing an organization is likely to reduce severity of risks hence improved staff performance and subsequent better organizational performance.

When asked whether at the KMP risk identification is a key management responsibility the respondents were not sure whether risk identification is a key management responsibility (mean = 2.8, SD = 1.4). This means that at the KMP risk identification is a key management responsibility. This may motivate to perform better in order to attain organizational goals and objectives hence attaining better staff performance.

According to the results in Table1 above, the respondents strongly disagreed that when identifying risks at KMP, management uses the basic documentation. (Mean = 1.6, SD = 0.7). This means that at KMP risks are never documented. This implies that risks at KMP are not documented hence there is a high chance of the same risks reoccurring and as a result the staff performance is greatly affected.

The respondents at the KMP, also disagreed with the statement that there is quantitative risk identification (mean = 2.0, SD = 1.4). This means that at KMP quantification of risks identified is poorly done. This may result into high risks affecting the organization thus poor staff performance.

The respondents strongly disagreed that there is qualitative risk identification at the KMP (mean = 1.8, SD = 1.2). This means that at KMP there is no effort put to qualify risks identified. This may result into severe risks that may negatively affect the staff performance in the KMP.

According to Lutchman, Evans, Maharaj, & Sharma, (2013), Fischhoff, (2012); Ritchie, Lewis, Lewis, Nicholls and Ormston, (2013) who believe that in carrying out any study, the researcher should believe that there is a strong need to identify Operational risks in order to improve on staff performance and productivity. So, an organization like the police needs to improve on risk identification in order to maximize performance. One respondent substantiated that:

> "*Here in the police we do risk identification by default; sometimes we are told each person should use 99 percent of his/her common sense. Meaning that it is upon you the policeman/ woman to make a judgment on what to be done. This system of doing things has really made some of loss truck on how best we can perform our duties.*"

The respondents were not sure whether risk identification was participatory at the KMP or not (mean =2.7, SD=1.4). This means that risk identification is partially participatory. This may compromise the performance of the staff hence affecting the performance of the entire organization.

When the respondents were asked whether management at the KMP uses the SWOT analysis techniques to identify risks, they disagreed (mean = 2.4, SD = 1.6). This means that management at the KMP doesn't use the SWOT analysis techniques to identify risks. When an organization doesn't use SWOT analysis techniques to identify risks it will tantamount to severity of the risks that may not be controlled which in turn will affect staff performance and subsequent organizational performance.

According to (Griffin, 2011) SWOT analysis is a careful analysis of organization's internal Strengths, weaknesses, opportunities, and threats. In SWOT analysis, the best strategies accomplish the organizations' mission by exploiting the organizations' Strengths and opportunities while neutralizing its threats while

avoiding its weakness. A respondent concluded that:

> "We don't seem to understand the concepts of SWOT analysis here in the police. In most cases our things here are done by our bosses who make decisions and analysis of every event."

According to the study, respondents disagreed with the statement that management at the KMP uses the PESTEL analysis techniques to identify risks (mean = 2.5, SD = 1.5). This means that at KMP, PESTEL analysis techniques is not used to identify risks as a result many risks won't be identified thus affecting the performance of the staff which in turn which negatively deter achievement of the organizational goals and objectives.

In the study, respondents indicated that KMP doesn't collect the right information during risk identification (mean = 3.1, SD = 1.7). This means that the respondents were in disagreement that KMP collects the right information during risk identification. This implies that when the organization doesn't collect the right information then the risks can't be adequately managed and the performance of the staff won't improve. This findings were reinforced by one key informant during an interview where it was noted when an organization collects the right information, they will be able to make the right information which can be used for achieving the goals of the organization therefore enhances performance is enhanced. Another key informant confirmed that:

> "At KMP and the Uganda Police Force generally the police staff aren't empowered, therefore you are only required to follow the orders that often come from above."

The above findings show that the police junior staff is not empowered to contribute freely towards achieving the organizational goals thus affecting their performance negatively.

Interview findings indicated some evidence risk identification influences staff performance in KMP. This was clearly brought out during the discussions with some heads of department in the Uganda Police Force under KMP who highlighted that they as a police department were facing a number of challenges in terms of management of risks. This to them was attributed to lack of finances and policies pertaining to risk management although they have been attempts to partially close the gap in the area of risk management in KMP. Nevertheless, there are still a number of overwhelming issues regarding risk management particularly risk identification in our organization, one respondent admitted.

> "*The police staff are very much vulnerable to a number of risks in the course of their duties, many of us now aren't proud of our duties as the police community is seen as an enemy of the public and cant as such settle diligently to perform our duties*. "

One respondent reacted with a lot of passion. This implied that the police personnel at KMP feel that much as the police are trying their best to identify some of the risk factors affecting their performance as the police organization, they still have a lot to do to close the existing gap concerning risk identification. Lack of basic documentation and participatory approaches in the identifying risks in the organization were among the key issues that were being raised affecting the staff performance in the KMP.

Interviews with some of the key informants at KMP confirmed that the police generally never use tools like SWOT and PESTEL analysis for identifying risks in their organization thus making the organization quite vulnerable to risks that in turn affect the performance of KMP. In addition to that, interview results showed that poor staff performance at KMP was being influenced as a result of lack of quantitative risk identification and qualitative risk identification. An interview with a key informant clearly indicated that there was lack of qualitative and quantitative methods of risk identification at KMP. For instance, one of the interviewee responded,

> "*We do not have any clear criteria for identifying risks here in the KMP*".

These findings supplemented the documentary review results that never indicated any information regarding criteria for risk identification. There seemed to be no budget at all regarding funding for risk identification. In addition, there was no trace of any documented risks at KMP.

Interview findings also revealed that the organization never involves all the members of staff as a participatory approach in the management of risks. Moreover, when the respondent was asked if he had any other comment about risk identification, he responded,

> "*We are not allowed to make contribution in the matters of policy, her we are supposed to receive and take orders which come from our bosses*."

These findings therefore, showed that KMP generally doesn't have a culture of critically identifying the risks in the organization. KMP doesn't look at risk identification as a basic stage of risk management process. Moreover, participatory approaches among others were not being observed in order to effectively management the risks identified

Correlation analysis

Correlation analysis is used to determine the relationships between two or more variables and this kind of analysis shows the levels of significance of the relationship. Furthermore, correlation analysis can show the magnitude and the direction of the relationship between the variables under investigation. However, correlation analysis does not show cause of the problem under investigation.

The Relationship between Risk Identification and Staff Performance

To establish whether there is a relationship between risk identification and staff performance in the KMP, the following alternative hypothesis was used to guide the study;

There is likely relationship between Risk Identification and Staff Performance of Kampala Metropolitan Police.
In order to test how staff performance affects risk identification, correlation coefficients were calculated using Pearson's Product Moment, with the help of SPSS, Version 22 as reflected and summarized in Table: 2 below

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

Correlations

		Risk Identification	Staff Performance
Risk Identification	Pearson Correlation	1	.450**
	Sig. (2-tailed)		.000
	N	148	148
Staff Performance	Pearson Correlation	.450**	1
	Sig. (2-tailed)	.000	
	N	148	148

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

Source: primary data (2015)

The results in Table 2 above present the relationship between risk identification and staff performance. There is a positive relationship (Pearson Correlation Coefficient) at r = 0.450 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 identification 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 identified early, the performance of the staff will improve, as the police personnel will effectively perform their duties. This could therefore imply that, the more effort the police administration puts in the risk identification intervention, the more effective they become and subsequently high staff performance, holding other factors constant.

Regression analysis

In order to determine how risk identification affects staff performance regression analysis was conducted as seen in **Table 3** below

Model Summary

Model	R	R Square	Std. Error of the Estimate
1	.450a	.203	.75145
Predictors: (Constant), RISK IDENTIFICATION			

Source: primary data (2015)

According to the results in the summarized Table 3 above, the coefficient of determination/ r2 for risk identification is equal to 0.203. This means that 20.3 % of the variation in staff performance at KMP is explained by risk identification. A variation of 79.7 % remains unexplained by other variables not under study.

The standardized beta coefficient of (β= 0.450, ρ>0.05) mean that risk identification has a great influence on staff performance. This means that risk identification has a significant positive influence on performance at KMP. This practically implies staff performance at KMP improves with increased risk identification interventions.
interventions.

Table 4: Showing coefficients influence of risk identification on performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1		B	Std. Error	Beta		
	(Constant)	1.203	.288		4.180	.000
	Risk Identification	.073	.012	.450	6.093	.000
a. Dependent Variable: Staff performance						

Source: primary data (2015)

The standardized beta coefficient of (β= 0.450, ρ<0.05) mean that risk identification has a great influence on staff performance. This means that risk identification has a significant positive influence on performance at KMP. This practically implies staff performance at KMP improves with increased risk identification interventions.

Discussion

The discussion of risk identification and staff performance of KMP is based on the results of the descriptive, correlation analysis, the regression analysis and the key informant interviews. The results of the correlation and regression analyses respectively in terms of the risk identification and staff performance of KMP are discussed reflected on Tables: 1, 2 and 3 of this paper. The correlation results in respect of risk identification and staff performance was found to be highly positive and significant(r= 0.450; ρ=. 000) indicating that

risk identification has a significant positive influence on staff performance at KMP. This means that risk identification has a positive influence on staff performance. Such a result was confirmed with regression analysis conducted in the current study that showed a significant positive relationship between risk identification and staff performance (β=. 290, ρ= 0.05) .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 identification.

According to the findings, risk identification at KMP is poor. This was confirmed by respondents who were asked whether or not risk identification is the basic stage in the risk management process at the KMP, the respondents strongly disagreed. This means that KMP has a problem in risk identification. This implies that lack of proper risk identification will undermine performance. This is consistent with Lutchman, Evans, Maharaj and Sharma, (2013), Fischhoff, (2012); Ritchie, Lewis, Lewis, Nicholls and Ormston, (2013) who believe that there is a strong need to identify Operational risks in order to improve on staff performance and productivity. So, an organization like the police needs to improve on risk identification in order to maximize performance.

Furthermore, Whitman, Mattord and Green, (2013) observe that understanding risk is part of the risk identification process. 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 as it was One respondent substantiated by a key respondent that risk identification was done by default in KMP. The respondent further expressed disappointments while lamenting that sometimes the individual officers were told use 99 percent of their common sense. This implies that it was incumbent to the individual police officer to make a judgment on what had to be done. The respondents added that the system of doing things the way they did made some of the officers lose truck of performing their duties.

The findings of the current study agree with Tchankova, (2002); Schein, (2010) Kim and Mauborgne, (2015) who contend that risk identification is the basic stage in risk management and that it reveals and determines the possible risks facing the resources of an organization. The current researchers as well agree with the previous researchers that risk identification is an important risk management component as it helps in unveiling risks that may affect the performance of an individual organization.

Furthermore, the findings of this study are also 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.

Moreover, studies that were conducted by Sparrow, (2008) outlined some key obstacles that hinder progress to police performance being crime rates, arrest rates, clearance rates, and response times. The scholar was said to have reported that, "We need a clear vision of where Policing in America is headed. We have to pick the right combination and balance of goals from the myriad possibilities that different folks would nominate. We surely need a broader view of what it means to succeed in the vital but enormously complex enterprise of policing. This is indeed a critical subject, and Sparrow has provided a rich and very timely paper to help the profession think through this issue. Every police chief will find ideas here they can use, and I suspect their communities will be better served as a result".

Sparrow (2008), therefore advised the United States police executives to have a much more functional work, process-based work, risk-based work, and crisis-response that can make them become sophisticated users of a significantly broader range of indicators, and as well as discrete frameworks, to help them gauge and manage the multiple dimensions of staff performance. Sparrow, (2008) further stated in his report how staff

productivity could be improved as well as reduction of crime rates. For the police to perform their duties successfully and control crime therefore they need to identify risks early and suppressing them before much harm is caused. This can only be achieved through being vigilant, nimbleness in response, and skill of the police.

This seems to be in line with the report of IGP that revealed the decline of police performance as indicated by 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 of performance according to the current author would expose the institution to Operational risks that may lead the institution to high levels of Operational risk.

Similarly, Joint Commission Resources, (2005) also in their study set specifically to identify risks to patients and reducing adverse effects found that risk identification improves staff performance considering the fact that staff performance improves with proper risk identification. It is therefore prudent to have proper risk identification produces conducted in an appropriate manner.(Asbury & Jacobs, (2014) agree that proper risk identification improves staff performance.

This study however found that proper risk identification at KMP is undermined by failure to effectively identify risks. The study for example found that most of the officers are not well versed with the principles of proper risk identification. Use of SWOT analysis was evidently absent in the organization implying that the organization could not effectively assess its Strength, Weakness, Threats and Opportunities of the UPF. Failure to adhere to proper risk identification is likely to undermine proper risk management with resultant poor staff performance. Consistently with these findings, a respondent pointed out whether or not KMP held stakeholder's analysis and if they did then was done wrongly. The respondent lamented while giving an example of KMP performing some tasks on crises basis.

The finding of this study is in agreement with Kurke and Scrivner, (2013) who assert that performance of an individual organization can be proven through risk identification using SWOT analysis. According to Afuah, (2009); Kurke and Scrivner, (2013) strength is s distinctive competitive resource that can provide the Police with a competitive advantage. Much as the study found out that the UPF doesn't use SWOT analysis as a tool for risk identification, the researcher identified a strength with the Uganda Police Force in the course of the current study being adequate communication in terms of transport especially motor vehicles and motor cycles which the police have often used to quell crime especially for recent years compared to the previous period when Gen. Katumba Wamala and John Cossy Odomel who tried to lobby the parliament of the republic of Uganda for patrol cars around the Kampala city.

In the same vein, Kurke and Scrivner, (2013) define a weakness as a negative internal condition that can lead to lowering of the organizational performance. Furthermore, a weakness can also be termed so as a result of absence of a skill or a resource. The study found out that Uganda Police Force especially at KMP that had a big weakness of poor organizational image resulting from some few police officers who are not acting professionally. Staff turnover, deficiency in the development of necessary resources and obsolete ways of risk identification were some of the weakness the study established. Absence of risk identification techniques and inability to take appropriate and timely decision making processes among others can easily affects the performance of an organization.

Regarding whether the Police at KMP collect the right information during risk identification or not, the majority of the respondents disagreed. This implies that failure to collect the right information for decision-making process then the risks cannot adequately be managed and the performance of the staff of an individual organization will negatively be affected. Right information enables management to make timely and the right decisions. On the other hand, wrong information extremely affects decision-making process.

These findings are supported by Crighton and Towl, (2015) who observed that the benefits of interviewing as the technique of risk identification is seen to so accurate especially during screening exercise. When interviewing individuals the main object on the interviewee is to obtain the right information that can enable the organization to make appropriate decisions information for the purposes of attaining the organizational objectives and goals. The police generally are very much known to have a lot of expertise in interviewing or interrogating suspects. This is normally done for the purposes of establishing the truth about the matter under investigation. It is therefore prudent that KMP adopts this technique while trying to gather information during risk identification process. This can enable them collect the right information from the right respondents for better decision-making process.

This is in agreement with Junior staff who affirm that personal interviews are quite advantageous as it doesn't only give the interviewee a high motivational level but it also generates quality information during the process. However it would depend on the ability of the interviewer. If the interviewer is good then he/she will have that ability to gather the right information that can be adequate enough to make better decisions. Usually, the likelihood of the entire interviewing staff having those skills is low hence affecting the quality of the information they collect. In many case, interviewers are seen to have their own biases that could impact negatively on the kind of responses they get from those being interviewed for that matter using interviews as a tool for risk identification may also have its limitations. This might be the case in KMP as the respondents in this current study seem to disagree with the kind of the information to collect for risk identification purposes. Basing on the above argument, one respondent confirmed, that, at KMP and the Uganda Police Force generally the police staff aren't empowered, therefore you are only required to follow the orders that often come from above.

The above findings show that the police junior staffs are not empowered to contribute freely towards achievements of the organizational goals thus affecting their performance negatively. Lack of staff empowerment leads to poor communication among others according to (Giles, 2002) who affirms that the benefits of empowering staff are quite enormous as effective communication, resilience, reduced turnover, motivated staff among others are seen to be some of them. According to the respondent of the current study, the Uganda Police seem to differ from this approach as most of them have no power to make decisions they are only required to follow the orders from above which seems to be one of the causes of failure to identify the risks adequately. An interviewer with one of the respondents revealed that the information flow from the Uganda Police is top down. One is not supposed to make suggestion. According to the respondent the commonest responses used in the police are, "*Yes sir*" and "*Okay sir*". What the juniors are supposed to do is to follow the order whether wrong or right. The respondent lamented.

The implications of this kind of information seem to suggest that one can't make independent mind hence improper risk identification. Staff empowerment therefore should be seem as a motivating factor for organization like police as it leads to improved communication, resiliency, and motivated staff and reduced turn over.

Manning, (2013) pointed out that for organizations to remain relevant in this 21st century they need to change from bureaucratic ways of performing their functions. It is important to note that changes are quite important though the changes should not leave the staff in pain as it is seen in most cases in police where many police officers are being thrown out of the barracks because of their rank status. Allowing employees to make important decisions that affect the company even in small ways can positively contribute to the effectiveness of such organization as it also allows bottom up form of communication. It is therefore prudent that Staff feels management at all levels by allowing the participatory approach of risk identification which according the current study is seems missing.

Conclusion

The main aim of the study was to examine how Operational risk identification influences Staff performance of KMP. Data was collected from five senior police officers using purposive sampling. Also, from (19) heads of departments who were selected from (20) using stratified sampling and convenience sampling was used to select (92) inspectorates from (120). Finally, (97) other ranks were selected from (130) to participate in the study. The results revealed that Risk Identification and staff performance were positively related hence it is important for KMP to effectively identify risks early using the right tools and techniques. The study revealed risk identification gaps that were established to be inadequate. The results of this study suggest that when KMP employs effective risk identification interventions staff performance will improve. Thus, this implies that greater staff performance can be achieved with greater risk identification in organizations. At KMP, proper risk identification is undermined by failure to adequately adhere to proper risk identification standards like SWOT and PESTEL. There is therefore need for management at KMP to adherence to the basic principles of risk identification if proper staff performance is to be achieved.

Recommendations

It is recommended that government, the Ministry of Internal Affairs should increase funding for Uganda Police in order cater for risk management matters. This can be achieved through lobbing the parliament of Uganda and other stakeholders.

The study further recommended that there is need to develop a department to manage risks not only in Kampala Metropolitan Police but in the entire Uganda Police Force. This should be achieved through planning and recruitment of officers who are trained in risk management matters. The capacity of police officers should be periodically built through on job trainings, seminars and sponsoring them to go for further studies.

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