TRANSFORMATIONAL LEADERSHIPS AND PERFORMANCE OF THE KENYA NATIONAL POLICE SERVICE IN NYERI COUNTY, KENYA

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A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION) OF KENYATTA UNIVERSITY

NOVEMBER, 2021
DECLARATION

I declare that the work presented in this research project is my original work and it has never been submitted to any university for the award of a degree.

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D53/EMB/PT/38730/2017

Supervisor’s declaration

This project has been submitted for appraisal with my approval as a University Supervisor.

Signature: ___________________________ Date________________________
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DEDICATION

I dedicate this work to my lovely wife and children for their patience during the period of preparing this research project. May God bless you in your endeavours.
ACKNOWLEDGEMENTS

Glory be given to our Almighty God for giving me peace and protection during the period of preparing this project. I thank my lead supervisor Dr. David Kiiru for his academic guidance and encouragement from the entire period have been preparing this research proposal. I also appreciate the moral support from my workmates, classmates as well as family members during the period of preparing this research project.
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**ABBREVIATIONS AND ACRONYMS**

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<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>APS</td>
<td>Administration Police Service</td>
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<tr>
<td>DCI</td>
<td>Directorate of Criminal Investigations</td>
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<td>DIP</td>
<td>Detailed Implementation Plan</td>
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<tr>
<td>DPWGPR</td>
<td>Development Partners Working Group on Police Reforms</td>
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<tr>
<td>EACC</td>
<td>Ethics and Anti-Corruption Commission</td>
</tr>
<tr>
<td>IPOA</td>
<td>Independent Policing Oversight Authority</td>
</tr>
<tr>
<td>KU</td>
<td>Kenyatta University</td>
</tr>
<tr>
<td>KPS</td>
<td>Kenya Police Service</td>
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<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td>NPS</td>
<td>National Police Service</td>
</tr>
<tr>
<td>NPSC</td>
<td>National Police Service Commission</td>
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<tr>
<td>OCS</td>
<td>Officer Commanding Station</td>
</tr>
<tr>
<td>ODPP</td>
<td>Office of the Director of Public Prosecution</td>
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<tr>
<td>PPP</td>
<td>Public Private Partnerships</td>
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<tr>
<td>PRIC</td>
<td>Police Reforms Implementation Committee</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package of Social Sciences</td>
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OPERATIONAL DEFINITIONS OF TERMS

**Ethical practice** is the extent to which leaders motivate workers by displaying or embracing values such as honesty, integrity and confidentiality which can be emulated by workers.

**Individualized practice** is the degree to which leaders address the needs of workers such as training, coaching and delegation of duties to workers in a personalized manner such as

**Intellectual practice** is the extent to which leaders inspire workers or followers using intrinsic or cognitive abilities like creativity, analytical and critical thinking of workers

**Motivation practice** is the degree to which leaders motivate or inspire followers through rewarding, recognizing and employee participation in decisions to accomplish the set objectives.

**Organizational performance** is the ability of the firm to fulfil its objectives in terms of transparency in service delivery, public confidence in service delivery, partnerships between the public and police officers and police force commitment to work.

**Transformational Leadership**

Leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company
Performance has not only become an issue of concern among private organizations but also to public organizations and more specifically the National police service in Kenya. However, little has been achieved due to challenges of capacity development, inappropriate corporate governance, and inability to institutionalization of ICT in service delivery, inadequate housing facilities and failure to review compensation policies. The study aimed at determining the effect of transformational leadership on the performance of the Kenya National police service. The specific objectives of the study were to establish the influence of individualized practice, motivational practice, intellectual practice and ethical practice on organizational performance. Transformational leadership, Kurt Lewin and dynamic capabilities theories were used to inform this study. Descriptive research approach was adopted. The population of the study was 30 National police service stations selected from six constituencies in Nyeri County which include: Kieni, Mathira Mukurweini, Nyeri Town, Othaya and Tetu Constituencies. Out of the 30 National police service stations, a total population of 797 respondents were selected using simple stratified sampling technique while simple random technique was used to select respondents. The respondents of the study comprised of police officers from top, middle and lower level ranks. To arrive at the sample size of 383 respondents, Israel formula was used. Structured questionnaires were used to collect data. Validity was ensured using content validity and reliability was tested using Cronbach alpha coefficient in which the study obtained a 0.802 alpha value which showed that the questionnaires were reliable. Data was analyzed using descriptive and inferential statistical analysis such as correlation and linear regression and data was presented using Table and figures. The study established a positive and significant influence between individualized practice, motivational practice, intellectual practice and ethical practice on organizational performance. The study concludes that the organizational leaders attends to each employee needs and act as a mentor, coach or guide them. They listen to the concerns and needs of each employee and provides support and are empathic of each employee’s situation and background. The leadership articulates an appealing vision that inspires and motivates others to perform beyond expectations. They have high standards and expectation for their employees. The leadership recognizes employees through stimulation, creativity and innovation. They support and collaborate with the employees as they try new approaches and develop innovative ways of dealing with organizational issues and leadership become role models for their employees by engaging in high standards of ethical behavior whereby the employees identify with their leaders and desire to emulate them. The study recommends that the leadership of the organization should show willingness and ability to provide nurturing support for each employee as it leads to higher levels of engagement and motivation within the organization. The leadership should set goals so as to give employees meaning in their day-to-day roles through establishing what is expected of them. Provide meaningful feedback to the employees so as to help them grow and develop. The leadership should make learning a requirement whereby both the leadership and junior staff need to know that learning is their responsibility, both as individuals and as teams and that the leadership should analyze the current work environment and the existing organization values, mission, goals and ethical policies. Solicit the input of each employee about any ethical issues he or she feels faces or that others may face.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Transformation of organizations from conventional operation is viewed as function of systematic and behavioural factors (Achitsa, 2014). With increased competition, change of regulations, change of consumer demands, technology and influence of globalization, change is inevitable in both public and private organizations from one sector to another (Efendioglu & Karabulut, 2010). Due to environmental turbulence, organizations are shifting from transactional based approach of leadership to transformational leadership approach in order to improve organizational performance. Alshaheer (2013) contends that rethinking on transformational leadership is a predominant factor of organizational productivity. For effective organizational performance, transformational leadership is considered to be the driver of accelerating performance in organizations. in terms of customer satisfaction, employee satisfaction, product development, diversification, service efficiency and effectiveness (Cummings, Bridgman & Brown, 2016).

Performance which is described by Daft (2010) as the degree to which organizations achieve its objectives more efficiently and effectively, it is conceptualized to be a function of transformational leadership. Ability of the organization to implement new changes, satisfy customer needs and motivate workers is viewed to be facilitated by transformational leadership. Even though leaders in organizations may have different ideologies of management, the capacity of organizations to institutionalize change, influence followers, accelerate creativity and innovation among workers is purely dependent of organizational leadership (Karuhanga, 2015). Similarly, Van (2014) in Australia asserts that inability of organization to implement new policies was not only hindered by lack of employee knowledge and financial resources but also lack of transformed leaders in organizations to steer the change process. Indicators conceptualized to measure organizational performance in this study are: customer satisfaction, police force satisfaction, service efficiency and effectiveness.
Regionally, Sonenshein and Dholakia (2012) in South Africa suggest that poor leadership or inability of the leaders to introduce change in the systems is attributed to poor performance of organizations in terms of service delivery. Even though employee resistance is an issue in organizations, leadership is directly correlated to change implementation (Alshaher, 2013). Rotherme and LaMarsh (2012) in Zambia contend that organizations which fail to implement newly formulated policies were attributed to inability of the leaders to involve workers in key decisions, inability of leaders to encourage employees to own the change process, poor communication models established to create awareness and inability of leaders to change organizational traditions, beliefs, norms and customs.

Locally, Karuhanga (2015) in Uganda points out that effective change implementation in organizations is directly correlated to transformational leadership unlike transactional leadership. Despite the fact that leaders can perform effectively in different contexts, visionary leaders are more likely to succeed in dynamic contexts as compared to transactional leaders who tend to be rigid to changes and ignore to empower and motivate worker. Success of any organization in implementing new changes is determined by the kind of leadership styles. Inability of leaders to recognize and identify employee talents, survival of any organization will be a challenging task.

In Kenya, Okubo and Agili (2015) attest that for effective performance of any organizations, leaders should not only adopt contingent policies or a combination of management styles but also embrace new ways of introducing new changes such as regular meetings, allocating new duties to employees, allocating funds, training of workers, delegating and rewarding new behaviors rather than individuals. Subsequently, Maina (2012) in Kenya asserts that inability of organizations to achieve their goals is associated with poor leadership. Further, Ombui and Mwende (2014) in Kenya acknowledge that, effective performance in any organizations is facilitated by initiatives of transformative leaders. Leaders who challenge the status quo, involve employees in key decision making process and encourage or inspire workers to own the change process are more likely to implement change more easily than transactional leaders who believe in rewarding individuals rather than new behaviors.
Despite the fact that the government of Kenya is dedicated to improve performance of the police force, still fulfilling expectations of the population is an uphill task. Police Service is underperforming due to inability to implement newly proposed reforms (Amnesty International, 2018). Further, Independent Policing Oversight Authority (2018) acknowledges that little has been achieved in the implementation police reforms such as training of police officers, improving the housing infrastructure, institutionalizing ICT to improve service delivery, formation of international partnerships to enhance intelligence, community policing initiatives (Ministry of Interior and Coordination of National Government, 2018).

1.1.1 Transformational Leadership

Transformational leadership is the ability of leaders to create an enabling environment that inspire workers to innovative and work towards organizational goals (Arif, 2018). Similarly, Scott (2014) defines transformational leadership as an approach that create positive and valuable change among followers or workers with an aim of moulding followers into leaders. Transformational leadership is seen as a method where leaders seek to motivate or inspire workers to identify their inner potential and take greater ownership of their job (Raineri, 2011). Transformed leaders are always on the forefront to engage workers on tasks which they can perform with minimal stress. Transformational leadership philosophy not only aim to empower workers (Jehad, Aldehayyat & Naseem, 2012), but also aim to mould them to be strategic leaders who can achieve organizational goals through motivated teams willing to adjust to changing business trends (Cummings et al., 2016). Therefore, tranforamtional leadership in this study was measured in terms of individualized practice, motivational practice, intellectual practice and ethical practice.

Individualized practice is regarded as the degree to which leaders address the needs of employees in a personalized manner rather than generalizing their needs (Cummings, & Worley 2015). Arif (2018) argues that leaders can take initiatives of coaching and listening to what employees suggest on the challenges experienced. Despite the challenges reported by employees, transformed leaders support and celebrate individual contributions rather than criticising individual abilities (Alshaher, 2013). Followers of employees are given the opportunity to discover their talents through teamwork,
delegation of new tasks and encouraged to gain new skills and knowledge in order to be better performers (Agboola, 2011).

Motivational practice is the capacity of leaders to articulate the vision of the organization in a more intrinsically appealing manner to employees (Adair, 2012). Transformed leaders always seek to update employees on the future of the organization (Aarons et al., 2015). Leaders seek to motivate workers by using both financial and non-financial rewards. Leaders not only focus on the amount of money paid to workers but also foster on rewarding behaviour rather than individuals (Aarons et al., 2015). Abu and Tareq (2016) asserts that employees who embrace the new changes are rewarded in form of training and promotions. Leaders always embrace visionary leadership which act as a natural driving force among workers (Achitsa, 2014).

Rajala, Ruokonen and Ruismäki (2012) contends that effective communication by leaders on how to accomplish tasks not only provide drive a sense of purpose and meaning among workers but also provide inner energy to work towards organizational goals with little emphasize on financial rewards. Intrinsically motivated followers or workers are more likely to dedicate their time and effort to accomplish organizational goals with minimal resistance (Bakar, Tufail, Yusof, & Virgiyanti, 2011). Intellectual practice is regarded by Burnes and Cooke (2013) as the extent to which leaders encourage creativity and innovation among workers by challenging the assumptions, take risks and solicit new ideas from the followers or workers. Transformed leaders develop employee intellectual capacity and nurture them to think independently (Bakar et al., 2011).

Critical and analytical thinking among workers is the philosophy of transformed leaders unlike the transactional leadership way of thinking that advocate for managerial and administrate way of thinking (Efendioglu & Karabulut, 2010). Intellectual practice is considered to be a function rethinking on how to do something better rather than relying on the existing guidelines which may be ineffective and inefficient in accomplishing the required tasks (Jansson, 2013). Efficiency affective systems are conceptualized to be functions of employees who are intellectually inspired by transformed leaders and vice versa (Fernandez & Moldogaziev, 2013). Ethical practice involves the ability of the ability of leaders to act as role models among workers by embracing high integrity.
levels, instil pride, trust and respect among workers (Van, 2014). It involves the ability of workers or followers to be motivated to work towards organizational objectives by imitating behaviours of the leaders (Rajala et al., 2012).

Transformed leaders who display ethical values such as honesty, integrity and confidentiality are likely to inspire workers to feel admired, trusted and respected thereby working hard to please the leader (Sonenshein & Dholakia, 2012). Systems with unethical leaders not only shape employee’s behaviours negatively but also result to poor performance of the organization. Stakeholder confidence is considered to be a function of organizational ethical values such as honesty, integrity, confidentiality and teamwork (Rothermel & LaMarsh, 2012).

1.1.2 Organizational Performance

Organizational performance is rewarded by Daft (2010) as the extent to which an organization utilizes its limited resources to achieve its objectives. Similarly, Burnes and Cooke (2013) describe organizational performance as the fulfilment of objectives. Inputs in any system which can be processed into measurable results can range from raw materials, finance and human effort. Measurable outputs can be services, products, profits, ideas and information (Awuor, 2015). Jansson (2013) contends that organizational performance is viewed as a multidimensional construct from one organization to another thus financial and non-financial parameters can be used to measure it. Fernandez and Moldogaziev (2013) assert that financial parameters of organizational performance can range from the revenue generated, ROI and liquidity while non-financial parameters can range from employee and customer satisfaction, ability of the organization to implement changes, new product development and diversification capacity.

Imran, Rehman, Aslam and Bilal (2016) opine that performance parameters used in the public sector can vary from those used in the private sector. Performance on the other hand can be measured in terms of the availability of the services, involvement of members of the public in policy formulation and implementation, reliability of service systems, transparency and accountability in resource utilization, employee willingness and commitment to service members of the public and minimal complaints raised from members of the public (Imran et al., 2016).
Performance of the Kenya National police service is considered to be measured in terms of public assurance, ability of the officers to maintain law and security, timely response of the officers on crime scenes, willingness and commitment of the officers to partner with community members or leaders to reinforce security, adherence of the police officers to human rights and ability of the police officers to embrace high level of professional ethical code of conduct (Amnesty International, 2013). Organizational performance in this study was measured in terms of efficiency, quality service and customer satisfaction.

1.1.3 Kenya National Police Service

The National police service of Kenya is created by the constitution of Kenya under the National Police Service Act (2011). Directorate of Criminal Investigation, Kenya Police Service and Administration Police Service are the three organs that constitute the National police service of Kenya. The mandate of these institutions entail maintenance of law and order, adherence with constitutional standards and exercise of accountability and transparency, safeguarding of individual rights and freedom, maintain peace and security among members of the public (Amnesty International, 2013).

Despite services provided by this institutions, it is viewed that little has been achieved (Independent Policing Oversight Authority, 2018), thus pertinence of this study. Deteriorating performance of the service has been attributed to inability to implement the police reforms which aims to improve service delivery to all Kenya. Despite existence of the police reforms it is reported by Amnesty International (2018) that majority (87%) of the police officers are accused of unethical behaviours such as bribery, brutality, violation of human rights and failure to embrace professionalism while performing their duties.

1.2 Statement of the Problem

Even though the government is committed in enhancing security services and at the same time protecting of human rights and maintenance of law and order (Maina & Gichinga, 2018), increased incidences of crime and non-adherence to human rights by the police officers not only call for radical reforms in the police force (Amnesty
International, 2018), but also transformational leadership s. Mbithi, Obonyo and Awino (2016) established that (63%) the policies formulated by public institutions were not implemented due to leadership challenges.

Jumwa and Ogolla (2016) established that organizations are likely to perform effectively if top leaders are able to adopt a combination of strategies to ensure new policies are actualized with minimal resistance from followers. Wanyoike (2013) revealed that despite existence of police reforms in Kenya which were established with an aim of improving service delivery to all, little has been achieved due to challenges of capacity development, inappropriate corporate governance, and inability to institutionalization of ICT in service delivery, inadequate housing facilities and failure to review compensation policies.

Deteriorating performance of the National police force which is attributed to accusations of the police force with impunity, brutality, violation of human rights and bribery allegations are issues of concern in the security sector (Ngugi et al., 2012). Subsequently, Ndungu (2011) indicates that lack of public confidence and trust among the police officers is directly attributed to inability of the top leadership to implement the police reforms. Despite some slight improvements witnessed in Kenya on implementation of police reforms, it is indicated by Amnesty International (2018) that insecurity cases have been on the rise by (13%), bribery (21%), violation of human right (17%) and brutality (11%).

A study by Joseph, Christine and Joash (2016) assessed the influence of top leadership on service delivery in the Kenya police service in Kitui County and established that there is a strong influence on service delivery of the police officers attributable to leadership in the police service. However, the study context was Kitui County. Mwangi (2018) study examined the influence of leadership development training determinants on performance of police service in Kenya and revealed that the training appraisal system and retained knowledge positively influenced the performance of the National Police Service. However, the study used correlational research design. Mutungi, Minja and Njoroge (2019) study investigated the role of change leadership on the transformation of the Kenya Police Service and the results revealed a significant positive relationship between change leadership and the transformation of the Kenya
Police Service. However, the respondents were selected using purposive method. It is noted there exists inconclusive findings on the link between transformational leaderships and organizational performance, thus the need for this study to address the conceptual, contextual and methodological research to confirm collaboration of the results.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to determine the effect of transformational leaderships on the performance of the Kenya National police service in Nyeri County.

1.3.2 Specific Objectives

The specific research objectives which guided this study were:

(i) To establish the influence of individualized practice on the performance of the Kenya National police service in Nyeri County.

(ii) To evaluate the influence of motivational practice on the performance of the National police service.

(iii) To assess the influence of intellectual practice on the performance of the National police service.

(iv) To determine the influence of ethical practice on the performance of the National police service.

1.4 Research Questions

The research questions which guided this study are:

(i) How does individualized practice influence performance of the Kenya National police service in Nyeri County?

(ii) How does motivation practice influence performance of the National police service?

(iii) How does intellectual practice influence performance of the National police service?

(iv) What is the influence of ethical practice on performance of the National police service?
1.5 Significance of the Study

This information provided new insights to management of the Kenya National Police Service on how to embrace transformational leaderships such as individualized, motivational and intellectual practices in order to improve performance in a more effective and efficient manner. The information helped in making managerial decisions whereas contributing to change implementation.

Policy makers such as Independent Policing Authority (IPOA) used the information to develop policies that can promote change implementation in the service. The findings of this study culminated to the review of salaries, delegation, training and promotions of officers. Further, the information of this study helped other international security agencies such as United Nations (UN), Centre for Human Rights and Peace and Amnesty International in developing policies that transformed the welfare of security officers through transformational leadership. Researchers and scholars would identify more research gaps in relation to transformational leadership and organizational performance in other sectors. Further, scholars would use the information of this study to compliment strategic management literature thus validation of existing theories.

1.6 Scope of the Study

This study was limited to Kenya National Police Service Stations in Nyeri County. It sought to investigate the effect of transformational leadership on organizational performance. Nyeri was the preferred area study due to increased number of crime in the area as per the statistics the crime prevention unit in Kenya. The researcher considers Nyeri to be an appropriate area of study to examine how transformation leadership can translate into better organizational performance in terms of resident satisfaction with security services and Kenya National police officers’ dedication to offer excellent services to members of the public. Individualized, motivational and intellectual, ethical practices are the predictor variables of the study while the dependent variable is organizational performance in the Kenya National Police Service. Descriptive research design was used. The respondents were selected using stratified sampling technique. The study was undertaken for a period of three months then a final report was compiled. Performance of the organization was evaluated based on the past years (2016 – 2020).
1.7 Limitations of the Study
The study was limited due to respondents fear to disclose relevant information for the study. However, the researcher overcame this by assuring the respondents of strict confidentiality of any information disclosed. The study relied on questionnaires with both closed and open ended questions to collect data. Closed ended questions have the disadvantage of limiting the responses whereby the respondent is compelled to answer questions according to the researcher’s choice. However, to overcome this, the researcher ensured that the questions were thought out and comprehensive enough to cover all important aspects of the study objectives. The study focused on busy senior managers and scheduling appropriate timings was a challenge and might lead to continuous re-scheduling of meetings. However, the researcher kept to appointments by the management.

1.8 Organization of the Study
Chapter one discusses the background of the study which comprise of concept of transformational leadership, organizational performance and the context of the study. Further, statement of the problem is discussed, objectives and research questions and finally significance and scope of the study are discussed. Chapter two presents the theoretical review section which discussed theories which informs this study. Subsequently, empirical studies are discussed in relation to variables of the study, a synopsis of literature is presented and finally a conceptual model is illustrated. Chapter three outline the research methodology of the study which describes the research design, the population, sampling methods, data collection approach, pilot testing and finally the method of analysing data is discussed. Chapter four cover the research findings and discussion and Chapter five cover the summary, conclusions and recommendations and suggestions for further studies.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter describes theories which inform this study. Variables of the study are discussed in relation to empirical studies thereby a summary of research gaps is provided. Finally, a conceptual framework is illustrated showing the link between variables of the study.

2.2 Theoretical Review

This study was informed by transformational leadership theory which is the overarching theory and supported Kurt Lewin, dynamic capability and sequential thinking theories.

2.2.1 Transformational Leadership Theory

The theory was pioneered by Downton (1970) and subsequently reviewed by and later Burns (1978). The theory contends that organizational productivity is a function of transformational leadership. The theory argues that transformational leaders can inspire employees to change attitudes, perceptions and motives thus improved service delivery. Transformative leaders are considered to be more futuristic thinkers than transactional leaders who reward individuals rather than behavior. Rotherme and LaMarsh (2012) acknowledge that transformative leadership is purely dependent on the leader’s personality traits to energize followers and articulate the vision, mission and goals of the firm.

The theory opines that any organization that is committed to quality service delivery, leaders not only need to have skills of influencing workers but also techniques of transforming the organization from inefficient and ineffective ways of doing things to more innovative ways of achieving results (Rajala et al., 2012). As organizations strive to survive in the changing business environment, Scott (2014) contends that transformative leadership should not only embrace policies that promote employee skills and knowledge but also identify new ways of motivating workers, automation of services and identifying models of implementing new changes in the organization. This theory is re-examined in this study based on the notion that the Kenya National Police
Service can embrace transformational leaderships in order to performance. This theory was used to support individualized practice variable.

### 2.2.2 Situational Theory

Fiedler’s situational theory turned into advanced by using Fred Fiedler in the overdue Nineteen Sixties. He believes in a situational management fashion; i.e. the success leader is one that adapts his fashion to the circumstance. Fiedler believes that there are key forms of the leader, the mission-orientated chief and the humans-oriented chief. According to Fiedlers situational idea, the factors that could have an effect on the effectiveness of management are: how truly described and based the job scope is, how a whole lot positional electricity the leader has and the relationship among the leaders and the followers.

Bass (2000) referred to that the maximum favorable state of affairs for a high degree of achievement is a absolutely defined task scope, high positional energy and a great courting among leaders and fans. a excessive positional electricity means that the leader stands clearly above anyone else and is identified because the final voice on any difficulty (Pearce, 2003). All participants are willing to post themselves to this leader. Fiedler determined that project-orientated leaders are more powerful in extraordinarily favorable or destructive conditions, while relationship orientated leaders will perform fine in intermediate situations. Sources and support: the supply of equipment, substances, human beings and external coordination: the want to collaborate with different agencies.

This theory was relevant to the study because it encourages socio-emotional support for subordinates. A situational leader needs to be adept at people-oriented leadership to provide socio-emotional support. Successful leaders who use the situational leadership theory know how to influence subordinates because they understand how to support them to succeed. This theory was used to support motivational practice variable.

### 2.2.3 Traits Theory

This theory was advocated by Ralph Stogdill in 1974. The idea proposes that people possess sure character traits that in part decide their conduct. Trait theorists believe personality may be understood by using positing that each person has positive traits, or
characteristic methods of behaving. In line with Diagnostic and Statistical Manual (DSM) of the American psychiatric association, personality traits are outstanding elements of personality which can be exhibited in a huge type of vital social and private contexts (Furnham et al., 1994). In other words, people have sure traits that in part establish their behaviour; these tendencies are trends in behaviour or mind-set that lean to be present regardless of the state of affairs (Yukl, 2006).

This theory was important to the study because it gives constructive information about leadership. It can be applied by people at all levels in all types of organizations. Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. This theory was used to support individualized practice variable

2.3 Empirical Review
This section discusses variables of this study in relations to related empirical studies thereby identifying research gaps to be addressed by the current study.

2.3.1 Individualized Practice and Organizational Performance
KIPPRA (2015) found out that employee training had a significant influence on organizational performance. Using a to sample size of 312 respondents, it was concluded that unless organizations embrace the culture of developing employee skills, achieving organizational excellence in form of profits or service quality will be an uphill task. In contrast, these research gaps of the study will be addressed by this study seeking to investigate the direct link between individualized, motivational, intellectual and ethical practice on performance of the Kenya National police service. However, the study respondents were selected using purposive method presenting a methodological gap.

Kwamboka (2013) found out that employee skills, knowledge and abilities had a positive significant effect on organizational performance. Using multiple regression, it was noted that organizations that are unable to develop employee talents are more likely to experience high losses and stagnation in developing new products and services. Further, the study noted that despite the fact that some organizations considered employee training as a cost, to a larger extent it was the only alternative of enhancing
organizational agility. In contrast, the research gaps of the study will be acknowledged by this study seeking focusing on the security sector in Kenya. However, the study context was Kisii County thus presenting a contextual gap.

Rajala et al. (2012) ascertained that individualized practice is directly correlated with service delivery in public universities. This study concluded that, organizational performance was a function of employee training. Further, it was noted that creativity and innovation in the organization was not only promoted by training only but also motivation of workers using both financial and non-financial incentives. However, it was noted that study was confined into higher education sector in Australia but not in the Kenyan context.

Taruset al. (2015) noted that performance of Kenyan universities was affected by inadequate individualized practice among workers. It was also concluded inability of universities to embrace appropriate technology had negatively affected performance of universities. It was concluded that inadequate training among workers was one of the factors that contributed to change resistance and lack of innovation in public and private organizations. In contrast, it is observed that the study examined challenging of implementing e-learning in Kenya public universities, adopted exploratory research design and disregarded the approach adopted by this study.

2.3.2 Motivational Practice and Organizational Performance
Sonenshein and Dholakia (2012) established that motivational practice was directly correlated to firm performance. This study revealed that delegation of duties, promotions and employee trainings had a positive significant relationship on firm performance. However, it was noted that the findings of this study cannot be generalized in this study based on contextual and variable operationalization constraints. However, the study used secondary data.

Okubo and Agili (2015) identified that monetary rewards alone cannot translate into measurable results. The results revealed performance of universities was not only influenced by a single factor but multiple factors. Monetary rewards, conducive working environment and flexible work schedules and opportunities for personal development were found to have a significant positive impact on performance of
universities. However, it is noted that the study examined variables of this study in a partial manner thus the need to examine them in combined manner.

Yusufu (2013) revealed that employee motivation had a positive relationship with leadership styles adopted by manufacturing firms in Kenya. The study concluded that, leadership styles, employee training, organizational culture and feedback had a significant impact on performance. In addition, employee motivation was found to be a multifaceted construct which is complex to measure using specifics such as monetary and training indicators. Considering the fact that the study was limited to the manufacturing sector it was impossible to generalize the findings in this study.

Employee motivation is viewed to be a predominant factor of organizational performance (Imran et al., 2016). Using a sample size of 111 and structural equation modeling, it was concluded that monetary rewards alone were not drivers of organizational performance. It was noted that employees were motivated to perform their duties effectively if other factors such as recognition and work-life balance were considered. Moturi (2010) on the other hand identified that there existed differences between motivation and organizational performance. Motivation was perceived differently by workers from one organization to another thus different results. Demotivation of workers in the public sector was found to be (31%) as compared to private sector employees which approximated to be (21%). Despite the fact that there is job security among public servants in Kenya, it is observed that majority (51%) of the public servants are dissatisfied with pay, working environment, management style and rigidity of the system to admit new policies.

2.3.3 Intellectual Practice and Organizational Performance

Rothermel and LaMarsh (2012) in Italy investigated the influence of intellectual practice on organizational performance. Using exploratory approach and a sample size of 389 respondents, it was revealed that change implementation was significantly influenced by emotional and intellectual readiness. The study concluded that changing organizations culture in any non-performing organizations, transforming the mind-set of the employees was considered to be the key factor. Recruitment of employees with a combination of knowledge, experience and skills not only contributed to improved
organizational performance but sustainable change implementation. However, the study used exploratory research design.

Šukle and Stojan (2012) established that employee intellectual preparedness, creativity and innovation were not only drivers of change implementation but also avenues of trying new ways of doing things. Considering that every organization has unique ways of achieving its objectives, management should prioritize on developing intellectual capacity of workers in order to promote creativity and innovation. The study concluded that development of intellectual capacity is not only one way of promoting organizational competitiveness but also promoting self-awareness among workers on their abilities to perform challenging tasks independently. Intellectual capacity of workers is viewed as a faction of change management in large and small organizations. However,

Even though organizations are hindered by financial constraints when developing employee intellectual capacity (Rothermel & Lamarsh, 2012), achieving global competitiveness in terms of service effectiveness is unrealistic without employee training. Organizations can have different models of evaluating performance based on employee individual efforts. Employee intellectual capacity is directly correlated with product innovation and change implementation (Chadrakumara, Sparrow & Perera, 2010). However, it is observed from these studies that variables of this study were conceptualized using different indicators. The type of respondents used might have in one way or the other influenced findings of the studies this the need for this study to use different type of respondents to facilitate collaboration of the results.

2.3.4 Ethical Practice and Organizational Performance

Suleman et al. (2012) revealed that there existed differences between the relation ethical values and organizational performance. Given that ethical practice was a multidimensional construct determined by cultural norms, it was ascertained by the study that ethical practice can direct or indirectly have a significant impact on firm performance. Given that there is no universally accepted ethical standards from one organization to another, defining integrity, openness and sincerity can be a difficult task from one context to another. However, it was concluded by the study that, even though
what may be defined as ethical in one organization can be defined as an unethical in other organization thus the need for further research to unearth the research gaps in this area.

Without ethical values, organizational competitiveness is unlikely (Shukurat, 2012). Employees with high level of professionalism and integrity can stimulate organizational performance in terms of stakeholder satisfaction and effective utilization of resources. Firms attributed with unethical issues such as bribery not only result to deteriorating stakeholder confidence and trust but also affect the general image of the company. Ethical values observed by individual employees from one organization to another are viewed to be reinforced by religious beliefs and organizational policies. On the other hand, Mbithi et al. (2016) aver that regardless of existence ethical code of conduct in organizations, non-performance of organizations is mostly attributed with inability of the workers to embrace ethical values thus the need for more studies to be conducted to unfold the research gaps on the link between ethical practices and firm performance.

Ethical culture is directly attributed to transformative leadership from one organization to another (Chadrakumara, Sparrow & Perera, 2010). Leadership who are role models are likely to influence the behaviour or personality of individual workers directly or indirectly. Punishment administered to workers by violating organizational policies can in one way or the other influence employee behaviours.

2.4 Summary of Literature and Research Gaps

As illustrated in Table 2.1, a summary of empirical studies is provided thereby pointing out conceptual, contextual and methodological gaps to be addressed by the current study.
Table 2.1: Summary of Literature and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Focus of the Study</th>
<th>Findings</th>
<th>Knowledge Gap</th>
<th>Focus of Current Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>KIPPRA (2015)</td>
<td>Individualized practice on organizational performance</td>
<td>Individualized practice had a significant influence on organizational performance.</td>
<td>Purposive method in selecting the respondents was used</td>
<td>Stratified sampling method was used in selecting the respondents</td>
</tr>
<tr>
<td>Rajala et al. (2012)</td>
<td>Individualized practice on organizational performance in Public Universities</td>
<td>Individualized practice is directly correlated with service delivery in public universities.</td>
<td>The study was confined into higher education sector in Australia</td>
<td>The study was confined to Kenya National Police service</td>
</tr>
<tr>
<td>Tarus et al. (2015)</td>
<td>Individualized practice and the performance of Kenyan universities</td>
<td>Inability of universities to embrace appropriate technology had negatively affected performance of universities</td>
<td>The study adopted exploratory research design</td>
<td>The study adopted descriptive research design</td>
</tr>
<tr>
<td>Sonenshein and Dholakia (2012)</td>
<td>Motivational practice and firm performance</td>
<td>Motivational practice was directly correlated to firm performance</td>
<td>Secondary data</td>
<td>Primary data</td>
</tr>
<tr>
<td>Okubo and Agili (2015)</td>
<td>Motivational practice and performance of universities</td>
<td>Performance of universities was not only influenced by a single factor but multiple factors.</td>
<td>It is noted the study examined variables of this study in a partial manner thus the need to examine them in combined manner</td>
<td>Transformational leadership on organizational performance</td>
</tr>
<tr>
<td>Rothermel and</td>
<td>Intellectual practice on</td>
<td>Intellectual practice was significantly</td>
<td>The study used exploratory</td>
<td>The study used descriptive research design</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Concept</td>
<td>Findings</td>
<td>Research Design</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td>LaMarsh (2012)</td>
<td>Organizational performance</td>
<td>Influenced by emotional and intellectual readiness.</td>
<td>Research design</td>
<td></td>
</tr>
<tr>
<td>Šukle and Stojan (2012)</td>
<td>Intellectual practice on</td>
<td>Development of intellectual capacity is not only one way of promoting</td>
<td>The study used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organizational performance</td>
<td>organizational competitiveness</td>
<td>qualitative data</td>
<td></td>
</tr>
<tr>
<td>Suleman et al. (2012)</td>
<td>Ethical practice and</td>
<td>There existed differences between the relation ethical values and</td>
<td>The study adopted</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organizational performance</td>
<td>organizational performance</td>
<td>cross-sectional research</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>design</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The study adopted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>descriptive research</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** (Author, 2019)

### 2.5 Conceptual Framework

Figure 2.1 shows a conceptual framework which illustrated that transformational leadership is made up of a sub-set of four independent variables which involve: individualized, motivation, intellectual and ethical practices while the dependent variable is performance of Kenya National Police Service which is considered to be measured by selected indicators such customer satisfaction, police force satisfaction, service efficiency and service effectiveness.

Subsequently, individualized practice variable is considered to be measured by indicators such as training, coaching and delegation ability. Motivation practice is considered to be measured by indicators such as financial rewards, recognition and communication ability. Intellectual practice is considered to be measured by selected indicators such as creativity, analytical and critical thinking ability and ethical consideration variable is considered to be measured by indicators such as honesty, integrity and confidentiality.
Independent Variables | Dependent Variable
--- | ---
**Transformational Leadership Practices** | **Performance of the Kenya National Police Service**
- Individualized Inspiration
  - Training
  - Coaching
  - Delegation
- Motivational Inspiration
  - Financial rewards
  - Recognition
  - Communication
- Intellectual Inspiration
  - Creativity thinking
  - Analytical thinking
  - Critical thinking
- Ethical Inspiration
  - Honesty
  - Integrity
  - Confidentiality

**Figure 2.1: Conceptual Framework**

Source: (Author, 2019)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter discusses the research methodology as well as the research design, the population, sampling technique, data collection instruments, validity and reliability, data analysis method and finally the chapter provides the ethical considerations.

3.2 Research Design
This study used descriptive research design. The main reason for using the design of descriptive survey research is that it will help describe the current state of affairs (Mugenda & Mugenda, 2003). This design also helped to gather qualitative information in order to provide an excellent response depth resulting in a stronger and more elaborate comprehension of the phenomenon being studied. Descriptive research design was selected as it will allow the investigator to generalize the results to the bigger population. The design was considered fit to determine the influence of transformational leadership practices on performance of Kenya National Police Service in Nyeri County, Kenya.

3.3 Target Population
Target population is regarded by Collis and Hussey (2014) as totality of units, elements or individuals with homogenous features which researcher consider obtaining information about a particular issue under investigation. The total population of the study was 797 respondents where, 554 of them will be police officers and 243 members of the general public. Chief Inspector of Polices (OCS), Inspector of Police (IP), Sergeants, corporals and police constables will be participants of this study. In this regard, 797 respondents formed the total population of this study as shown in Table 3.1. The unit of analysis was National police service officers while unit of observation was Kenya National Police Service Stations.
Table 3.1: Summary of Target Population

<table>
<thead>
<tr>
<th>Constituencies</th>
<th>Number of National Police Stations</th>
<th>Target Population Police Officers (N)</th>
<th>Target Population of Members the General Public (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kieni</td>
<td>07</td>
<td>79</td>
<td>51</td>
</tr>
<tr>
<td>Mathira</td>
<td>06</td>
<td>81</td>
<td>43</td>
</tr>
<tr>
<td>Mukurweini</td>
<td>08</td>
<td>93</td>
<td>38</td>
</tr>
<tr>
<td>Nyeri Township</td>
<td>07</td>
<td>97</td>
<td>33</td>
</tr>
<tr>
<td>Othaya</td>
<td>09</td>
<td>101</td>
<td>37</td>
</tr>
<tr>
<td>Tetu</td>
<td>09</td>
<td>103</td>
<td>41</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46</strong></td>
<td><strong>554</strong></td>
<td><strong>243</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2019)

3.4 Sampling Technique and Sample Size

Fisher (2010) regards a sample as the subjects or elements that serve as the representative of the entire population while a sampling technique as a method used to choose respondents. Respondents of this study were chosen using random and stratified sampling techniques. Police officers were stratified into three groups or strata comprising officers from top, middle and lower ranks. Respondents of this study were chief inspector of policcs (OCS), inspector of police (IP), sergeants, corporals, police constables and members of the general public.

Respondents of this study were deemed to have adequate knowledge and experience in relation to transformational leadership and organizational performance. A sample size of 383 respondents was calculated using Israel (2009) formula which is of the form: \( n = N \left(1 + N(e)^2\right)^{-1} \) where; \( n \) = sample size, \( N \) = target population and \( e \) = the error term (0.05). Using a total population (N) of 797 as shown in the formula, the sample size (n) will be 383 as revealed in Table 3.2.
Table 3.2: Summary of Sample Size

<table>
<thead>
<tr>
<th>Constituencies</th>
<th>Number of National Police Stations</th>
<th>Target Population Police Officers (N)</th>
<th>Sample Size of Police Officers</th>
<th>Target Population of Members the General Public (N)</th>
<th>Sample Size of Members the General Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kieni</td>
<td>07</td>
<td>79</td>
<td>33</td>
<td>51</td>
<td>32</td>
</tr>
<tr>
<td>Mathira</td>
<td>06</td>
<td>81</td>
<td>34</td>
<td>43</td>
<td>27</td>
</tr>
<tr>
<td>Mukurweini</td>
<td>08</td>
<td>93</td>
<td>39</td>
<td>38</td>
<td>24</td>
</tr>
<tr>
<td>Nyeri Township</td>
<td>07</td>
<td>97</td>
<td>41</td>
<td>33</td>
<td>21</td>
</tr>
<tr>
<td>Othaya</td>
<td>09</td>
<td>101</td>
<td>42</td>
<td>37</td>
<td>23</td>
</tr>
<tr>
<td>Tetu</td>
<td>09</td>
<td>103</td>
<td>43</td>
<td>41</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46</strong></td>
<td><strong>554</strong></td>
<td><strong>232</strong></td>
<td><strong>243</strong></td>
<td><strong>151</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2019)

3.5 Data Collection Instruments

Black (2010) regards research instruments as a tool which enable researchers to collect factual data from the field with an aim of objective analysis to solve an existing problem. Self-developed questionnaires will be used. Items in the questionnaires were measured using a Likert type scale, where; 5 represents Strongly and 1 denotes Strongly Disagree (SD). The questionnaires were divided into six sections which include: population demographics, individualize practice, motivation practice, intellectual practice, ethical practice and measurement of organizational performance.

3.6 Validity and Reliability of Research Instruments

3.6.1 Validity of the Research Instrument

Validity is the degree to which items of the research instrument accurately measures what is intended to be measured (Fisher, 2010). This study measured content and construct validity using university scholars and industry experts. The researcher modified items of the questionnaire after receiving feedback from pilot sample. The pilot sample size of 5% will be used (Mertler & Vannatta, 2010). A single test was administered to 2 National police officers and 2 strategic management experts from
Muran’ga County. Pilot sample respondents did not take part in the final research process. An expert judgment was also sought from the supervisor who assisted in the validation of the instruments. The validity helped in identifying items in the questionnaires that need restating and removing those that will not be important in the study.

### 3.6.2 Reliability of the Research Instrument

Internal consistency of the research instrument was tested using Cronbach's alpha coefficient values above 0.7 (Novikov & Novikov (2013). Alpha values less than 0.7 was considered unreliable on this study. The results of reliability test are presented in Table 3.3.

**Table 3.3: Results of Reliability Test**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Alpha (α) Coefficient</th>
<th>Questionnaire Items</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualized practice</td>
<td>0.784</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Motivational practice</td>
<td>0.798</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Intellectual practice</td>
<td>0.802</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Ethical practice</td>
<td>0.796</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.832</td>
<td>3</td>
<td>Reliable</td>
</tr>
<tr>
<td><strong>Average score</strong></td>
<td><strong>0.802</strong></td>
<td><strong>23</strong></td>
<td>Reliable</td>
</tr>
</tbody>
</table>

**Source: Pilot Study (2020)**

The results in Table 3.3 show that organizational performance had the highest alpha coefficient at α=0.832 followed by intellectual practice at α=0.802, motivational practice α=0.798, ethical practice at α=0.796 and individualized practice at α=0.784.

The overall average alpha score was at α=0.802 which was above 0.7 as recommended by Mugenda and Mugenda (2003) and therefore showing that the instruments were highly reliable.

### 3.7 Data Collection Procedure

All required documentation, including an introductory letter from the university, was obtained from the researcher. Study permit was sourced from National Science, Technical and Innovation Committee (NACOSTI). To confirm the purpose of carrying
out the analysis on the organization and to clarify the significance of the study and the
dedication required by management, the researcher met with the top-level management.
Each respondent was given a questionnaire.

3.8 Data Analysis and Presentation

Questionnaires collected from the field were sorted to confirm consistency of the
information. For quantitative data analysis, information was coded with the help of a
Statistical Packages for Social Sciences (SPSS) version 24. Descriptive statistics was
conducted for basic description of data while inferential statistics was conducted to
ascertain the statistical relationship between variables. Specifically, simple linear
regression method was used.

The regression model was of the form: \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \),

Where;

\( Y = \) Performance of the National Police Service in Nyeri County
\( \beta_0 = \) Y intercept
\( \beta_1 \) to \( \beta_4 = \) Regression coefficients
\( X_1 = \) Individualized Practice
\( X_2 = \) Motivational Practice
\( X_3 = \) Intellectual Practice
\( X_4 = \) Ethical Practice

3.9 Ethical Considerations

Before data collection, introductory letter from the Graduate school at Kenyatta
University was obtained and proceed to NACOSTI to acquire a research permit which
allowed the researcher to proceed to the County and Sub-county offices to seek for
authority to carry out the research. Permission was sought from management of the
NPS. The researcher provided a brief overview of the study to respondents. Physical
and psychological welfare of the respondents was protected. The researcher was
responsible throughout the study and accepted individual responsibility as far as the
consequences of the research and finally the researcher also obtained informed consent
before data collection process.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter shows the presentation, interpretation and discussion of the findings obtained from the field. The response rate is given first followed by the respondents personal details of the respondents, descriptive statistics and regression analysis.

4.2 Response Rate

The questionnaires were administered to a sample size of 151 respondents and the response is shown in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>345</td>
<td>90.1</td>
</tr>
<tr>
<td>Non Response</td>
<td>38</td>
<td>9.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>383</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

Table 4.1 shows that those who responded accounted to 90.1% and those who did not respond accounted for 9.9%. As per the recommendation by Baruch (2012) that a response rate of above 80% is sufficient for data analysis. Therefore, 90.1% study response rate was considered appropriate for data analysis. This meant that there was acceptance and credibility of the research findings of the study due to high response rate.

4.3 Respondents’ Demographic Characteristic

The respondents’ demographic characteristic was based on their level of education, gender, age and the length of work at the police station. The results of the findings are presented as follows;
4.3.1 Respondents’ Level of Education

The study sought to establish the respondents’ level of education and the findings are presented in Figure 4.1.

![Figure 4.1: Respondents’ Level of Education](image)

**Figure 4.1: Respondents’ Level of Education**

**Source: Survey Data (2020)**

Figure 4.1 shows that majority (33.0%) of the respondents had attained a certificate level of education, 28.7% at bachelor degree, 24.6% master’s degree and 13.6% diploma. This finding implies that the respondents were well educated which means that they were in a position to respond to research questions with ease. Higher education level of an employee is important in making an organization a success because an individual has the knowledge and skills required to meet changing business needs.

4.3.2 Respondents’ Gender

The study sought to establish the respondents’ gender and the findings are presented in Table 4.2.

**Table 4.2: Respondents’ Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>190</td>
<td>55.1</td>
</tr>
<tr>
<td>Female</td>
<td>155</td>
<td>44.9</td>
</tr>
<tr>
<td>Total</td>
<td><strong>345</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2020)**
Table 4.1 shows that majority (55.1%) of the respondents were male and 44.7% female. These findings show that both genders were involved in this study and thus the findings of the study did not suffer from gender biasness.

4.3.3 Respondents’ Age

The study sought to establish the respondents’ age and the findings are presented in Figure 4.2.

Figure 4.2: Respondents’ Age

Source: Survey Data (2020)

The results in Figure 4.2 indicate that 64.7% of the respondents were aged between 36 to 41 years followed by those who were aged between 30 to 35 years at 23.5%, 11.0% were aged between 24 to 29 years and only 0.7% was above 42 years. Age diversity was important to the study as it brings about different experiences, expectations, styles and perspective in the workplace.

4.3.4 Respondents’ Length of Work at Police Station

The study sought to establish the respondents’ length of work at police station and the findings are presented in Table 4.3.

Table 4.3: Respondents’ Length of Work at Police Station

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1</td>
<td>36</td>
<td>10.3</td>
</tr>
<tr>
<td>2 to 3</td>
<td>28</td>
<td>8.1</td>
</tr>
<tr>
<td>4 to 5</td>
<td>101</td>
<td>29.4</td>
</tr>
<tr>
<td>Above 5</td>
<td>180</td>
<td>52.4</td>
</tr>
<tr>
<td>Total</td>
<td>345</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)
The study established from Table 4.3 that majority (52.2%) of the respondents had worked for a period of more than 5 years, 29.4% between 4 to 5 years, 10.3% less than 1 year and 8.1% between 2 to 3 years. This implies that majority of the respondents had worked in the station for a considerable period of time and thus they were in a position to give credible information relating to the purpose of the study.

4.4 Descriptive Statistics

Descriptive statistics was presented it terms of Mean (M) and Standard Deviation (SD) as per the objectives with the use of SPSS Version 17.0. The findings are presented as follows:

4.4.1 Individualized Practice and Performance

The study sought to establish the influence of individualized practice and performance of the Kenya National police service in Nyeri County. The findings are presented in Table 4.4.

Table 4.4: Individualized Practice and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean (M)</th>
<th>Standard Deviation (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have the relevant multiple skills to perform my duties effectively</td>
<td>4.13</td>
<td>1.136</td>
</tr>
<tr>
<td>I attend training regularly intended to my performance</td>
<td>4.09</td>
<td>0.819</td>
</tr>
<tr>
<td>I am coached on how to perform my duties by my immediate supervisor</td>
<td>4.32</td>
<td>0.589</td>
</tr>
<tr>
<td>I am encouraged by my seniors to advance my studies</td>
<td>4.14</td>
<td>0.828</td>
</tr>
<tr>
<td>I am given the opportunity to make independent decisions</td>
<td>4.53</td>
<td>0.574</td>
</tr>
<tr>
<td>I am given the opportunity to go on leave when I want</td>
<td>4.51</td>
<td>0.618</td>
</tr>
<tr>
<td>I am equipped with knowledge on how to operate computers</td>
<td>4.61</td>
<td>0.517</td>
</tr>
<tr>
<td>I am encouraged to consult my seniors in order</td>
<td>4.13</td>
<td>1.138</td>
</tr>
<tr>
<td>I am assigned tasks where I have competence</td>
<td>4.05</td>
<td>0.819</td>
</tr>
<tr>
<td>I perform delegated duties with due diligence</td>
<td>4.28</td>
<td>0.617</td>
</tr>
<tr>
<td>I am oriented on new duties and responsibilities</td>
<td>4.12</td>
<td>0.835</td>
</tr>
<tr>
<td>I am allocated duties relevant to my area of specialization</td>
<td>4.53</td>
<td>0.544</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.51</strong></td>
<td><strong>0.574</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)
The aggregate score of 4.51 shows that the respondents strongly agreed that individualized practice influenced the performance of the Kenya National police service in Nyeri County with a standard deviation of 0.574. This is supported by Kwamboka (2013) study that found out that employee skills, knowledge and abilities had a positive significant effect on organizational performance. Further, the study noted that despite the fact that some organizations considered employee training as a cost, to a larger extent it was the only alternative of enhancing organizational agility.

The mean of 4.51, 4.53, 4.53 and 4.61 indicated that the respondents strongly agreed on the statements that they are allocated duties relevant to their area of specialization, they are given the opportunity to make independent decisions and that they are given the opportunity to go on leave when they want respectively with respective standard deviation of 0.517, 0.544, 0.574 and 0.618. This concur with Tarus et al. (2015) study that noted that performance of Kenyan universities was affected by inadequate trainings among workers. It was also concluded inability of universities to embrace appropriate technology had negatively affected performance of universities.

The mean of 4.32, 4.28, 4.14, 4.13, 4.13, 4.12, 4.09 and 4.05 indicated that the respondents agreed on the statements that they are assigned tasks where they have competence, they are encouraged by their seniors to advance their studies, they have the relevant multiple skills to perform their duties effectively, they are encouraged to consult their seniors in order, they attend training regularly intended to their performance and that they are coached on how to perform their duties by my immediate supervisor respectively with respective standard deviation of 0.589, 0.617, 1.136, 1.138, 0.835, 0.819, 0.828 and 0.819. This is in line with Rajala et al. (2012) study that found that employee competency is directly correlated with service delivery in public universities. Further, it was noted that creativity and innovation in the organization was not only promoted by training only but also motivation of workers using both financial and non-financial incentives.

**4.4.2 Motivational Practice and Performance**

The study sought to evaluate the influence of motivational practice and performance of the National police service. The findings are presented in Table 4.5.
Table 4.5: Motivational Practice and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>(M)</th>
<th>(SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The salary I earn every month is worth my qualification</td>
<td>3.78</td>
<td>1.533</td>
</tr>
<tr>
<td>I am paid a salary that reflects my experience</td>
<td>3.38</td>
<td>1.496</td>
</tr>
<tr>
<td>The salary I earn every month is worth unique skills</td>
<td>4.42</td>
<td>0.928</td>
</tr>
<tr>
<td>I am paid for extra time worked</td>
<td>3.42</td>
<td>1.729</td>
</tr>
<tr>
<td>I am sponsored by my organization to further my studies</td>
<td>3.91</td>
<td>1.088</td>
</tr>
<tr>
<td>I operate from my own house</td>
<td>4.81</td>
<td>0.833</td>
</tr>
<tr>
<td>I stay with my family</td>
<td>4.86</td>
<td>0.445</td>
</tr>
<tr>
<td>I always complete my leave days given</td>
<td>4.52</td>
<td>0.608</td>
</tr>
<tr>
<td>I am provide with new uniforms and shoes periodically</td>
<td>4.63</td>
<td>0.501</td>
</tr>
<tr>
<td>I am involved in key decisions</td>
<td>3.73</td>
<td>1.556</td>
</tr>
<tr>
<td>My a reasonable medical cover</td>
<td>3.31</td>
<td>1.503</td>
</tr>
<tr>
<td>I am recognized for any work I perform well</td>
<td>4.49</td>
<td>0.834</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td>4.01</td>
<td>0.835</td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

The aggregate score of 4.01 shows that the respondents agreed that motivational practice influenced the performance of the Kenya National police service in Nyeri County with a standard deviation of 0.835. This is consistent with Sonenshein and Dholakia (2012) study that established that employee delegation was directly correlated to firm performance. This study also revealed that delegation of duties, promotions and employee trainings had a positive significant relationship on firm performance.

The mean of 4.86, 4.81, 4.63 and 4.52 indicated that the respondents strongly agreed on the statements that they live with their family, they operate from their own house, they are provided with new uniforms and shoes periodically and that they always complete their leave days given respectively with respective standard deviation of 0.445, 0.833, 0.501 and 0.608. This agrees with Yusufu (2013) study that revealed that employee motivation had a positive relationship with leadership styles adopted by manufacturing firms in Kenya. The study concluded that, leadership styles, employee training, organizational culture and feedback had significant impact on performance.

The mean of 4.49, 4.42, 3.91, 3.78 and 3.73 indicated that the respondents agreed on the statements that they are recognized for any work they perform well, the salary they earn every month is worth unique skills, they are sponsored by their organization to further their studies, the salary they earn every month is worth their qualification and...
they are involved in key decision with respective standard deviation of 0.834, 1.556, 1.088, 1.533 and 0.928. This is in agreement with Moturi (2010) who observe that there existed differences between motivation and organizational performance. Motivation was perceived differently by workers from one organization to another thus different results.

The mean of 3.42, 3.38 and 3.31 indicated that the respondents to a moderate extent indicated that they are paid for extra time worked, they are paid a salary that reflects their experience and that they a have a reasonable medical cover with respective standard deviation of 1.729, 1.496 and 1.503. This is in contrary to the findings of Okubo and Agili (2015) study that identified that monetary rewards alone cannot translate into measurable results. The results revealed performance of universities was not only influenced by a single factor but multiple factors. Monetary rewards, conducive working environment and flexible work schedules and opportunities for personal development were found to have a significant positive impact on performance of universities.

4.4.3 Intellectual Practice and Performance

The study sought to assess the influence of intellectual practice and performance of the National police service. The findings are presented in Table 4.6.

Table 4.6: Intellectual Practice and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>(M)</th>
<th>(SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am encouraged by my supervisor to think differently when doing any task</td>
<td>4.81</td>
<td>0.395</td>
</tr>
<tr>
<td>I am involved in team decisions</td>
<td>3.97</td>
<td>0.357</td>
</tr>
<tr>
<td>I am feel appreciated for what I do</td>
<td>4.52</td>
<td>1.119</td>
</tr>
<tr>
<td>I am encouraged to view things from</td>
<td>4.78</td>
<td>0.795</td>
</tr>
<tr>
<td>My immediate supervisor has confidence in delegating duties to me</td>
<td>4.10</td>
<td>1.669</td>
</tr>
<tr>
<td>I do not fear making mistakes in new tasks</td>
<td>4.65</td>
<td>0.621</td>
</tr>
<tr>
<td>I do not feel undervalued by other officers</td>
<td>4.05</td>
<td>0.714</td>
</tr>
<tr>
<td>I have a good working relation with other officers</td>
<td>3.32</td>
<td>1.724</td>
</tr>
<tr>
<td>I am satisfied on how my senior officers solve disputes</td>
<td>3.94</td>
<td>1.059</td>
</tr>
<tr>
<td>I am self-aware about my abilities</td>
<td>4.79</td>
<td>0.864</td>
</tr>
<tr>
<td>I am involved in key decision</td>
<td>4.81</td>
<td>0.538</td>
</tr>
<tr>
<td>I am inspired by accomplishing my tasks despite financial rewards attached</td>
<td>4.82</td>
<td>0.383</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.41</strong></td>
<td><strong>0.810</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2020)*
The aggregate score of 4.41 shows that the respondents strongly agreed that intellectual practice influenced the performance of the Kenya National police service in Nyeri County with a standard deviation of 0.810. This concur with the findings of Rothermel and LaMarsh (2012) study that was carried out in Italy investigated managing change through employee empowerment and revealed that change implementation was significantly influenced by emotional and intellectual readiness.

The mean of 4.82, 4.81, 4.79, 4.78 and 4.65 indicated that the respondents strongly agreed on the statements that they are inspired by accomplishing my tasks despite financial rewards attached, they are involved in key decision, they are encouraged by their supervisor to think differently when doing any task, they are self-aware about my abilities they are encouraged to view things from and that they do not fear making mistakes in new tasks respectively with respective standard deviation of 0.383, 0.538, 0.395, 0.864, 0.795 and 0.621 respectively. This is supported by Šukle and Stojan (2012) study that established that employee intellectual preparedness, creativity and innovation were not only drivers of change implementation but also avenues of trying new ways of doing things. Considering that every organization has unique ways of achieving its objectives, management should prioritize on developing intellectual capacity of workers in order to promote creativity and innovation.

The mean of 4.52, 4.10, 4.05, 3.97 and 3.94 indicated that the respondents agreed on the statements that they feel appreciated for what they do, their immediate supervisor has confidence in delegating duties to them, they do not feel undervalued by other officers and that they are satisfied on how their senior officers solve disputes respectively with respective standard deviation of 1.119, 1.669, 0.714, 0.357 and 1.059 respectively. This is in line with Kemboi (2016) study that established that leaders’ ability to solicit new ideas from employees was not only a that promoted employee creativity and innovation but also promoted employee confidence to accomplish tasks with minimal supervision.

The mean of 3.32 show that the respondents indicated to a moderate extent that they have a good working relation with other officers with standard deviation of 1.724. This is in disagreement with Yusufu (2013) study that revealed that employee motivation had a positive relationship with leadership styles adopted by manufacturing firms in
Kenya. The study concluded that, leadership styles, employee training, organizational culture and feedback had significant impact on performance.

4.4.4 Ethical Practice and Performance

The study sought to determine the influence of ethical practice and performance of the National police service. The findings are presented in Table 4.7.

Table 4.7: Ethical Practice and Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>(M)</th>
<th>(SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor is a role model</td>
<td>3.91</td>
<td>1.088</td>
</tr>
<tr>
<td>I am trust information given by my immediate supervisor</td>
<td>4.81</td>
<td>0.833</td>
</tr>
<tr>
<td>There is open communication between my supervisor and I</td>
<td>4.52</td>
<td>1.119</td>
</tr>
<tr>
<td>I am trusted by my supervisor</td>
<td>4.27</td>
<td>1.094</td>
</tr>
<tr>
<td>I maintain high level confidentiality</td>
<td>3.54</td>
<td>1.366</td>
</tr>
<tr>
<td>I respect the privacy of my workmates</td>
<td>4.76</td>
<td>0.738</td>
</tr>
<tr>
<td>I report at my work place on time</td>
<td>3.59</td>
<td>0.760</td>
</tr>
<tr>
<td>I maintain good relations with my work mates</td>
<td>3.96</td>
<td>0.469</td>
</tr>
<tr>
<td>My supervisors always mean what they speak</td>
<td>4.40</td>
<td>1.261</td>
</tr>
<tr>
<td>I strictly adhere to the policies of the National police service</td>
<td>4.80</td>
<td>0.739</td>
</tr>
<tr>
<td>I respect orders given by my immediate supervisor</td>
<td>4.07</td>
<td>1.692</td>
</tr>
<tr>
<td>I encouraged by my immediate supervisor to change negative attitude</td>
<td>4.71</td>
<td>0.543</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.20</strong></td>
<td><strong>0.999</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

The aggregate score of 4.20 shows that the respondents agreed that ethical practice influenced the performance of the Kenya National police service in Nyeri County with a standard deviation of 0.999. This is in line with Suleman et al. (2012) study that revealed that there existed differences between the relation ethical values and organizational performance. Given that ethical practice was a multidimensional construct determined by cultural norms, it was ascertained by the study that ethical practice can direct or indirectly have a significant impact on firm performance.

The mean of 4.81, 4.80, 4.76 and 4.71 indicated that the respondents strongly agreed on the statements that they trust information given by my immediate supervisor, they strictly adhere to the policies of the National police service, they respect the privacy of their workmates and that they are encouraged by their immediate supervisor to change
negative attitude respectively with respective standard deviation of 0.833, 0.739, 0.738 and 0.543. This agrees with Chadrukumara, Sparrow and Perera (2010) study that found that ethical culture is directly attributed to transformative leadership from one organization to another. Leadership who are role models are likely to influence the behaviour or personality of individual workers directly or indirectly. Punishment administered to workers by violating organizational policies can in one way or the other influence employee behaviours.

The mean of 4.52, 4.40, 4.27, 4.07, 3.96, 3.91, 3.59 and 3.54 indicated that the respondents agreed on the statements that there is open communication between their supervisor and them, their supervisors always mean what they speak, they are trusted by their supervisor, they respect orders given by their immediate supervisor, they maintain good relations with their work mates, their supervisor is a role model, they report at their work place on time and that they maintain high level confidentiality respectively with respective standard deviation of 1.119, 1.261, 1.094, 1.692, 1.088, 0.760 and 1.366. This is according to Mbithi et al. (2016) who observe that regardless of existence ethical code of conduct in organizations, non-performance of organizations is mostly attributed with inability of the workers to embrace ethical values thus the need for more studies to be conducted to unfold the research gaps on the link between ethical practices and firm performance.

4.4.5 Measurement of Organizational Performance

The study sought to measure the performance of the National police service due to transformal leadership style. The findings are presented in Table 4.8.
Table 4.8: Measurement of Organizational Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>(M)</th>
<th>(SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am motivated to offer excellent services to members of the public</td>
<td>4.32</td>
<td>0.539</td>
</tr>
<tr>
<td>Members of the public are willing to give information concerning criminals</td>
<td>4.53</td>
<td>0.574</td>
</tr>
<tr>
<td>Members of the public are willing to recommend others for services provided by the National police service</td>
<td>3.78</td>
<td>1.533</td>
</tr>
<tr>
<td>There is enhanced communication between members of the public and the police officers</td>
<td>3.42</td>
<td>1.729</td>
</tr>
<tr>
<td>There is public confidence and trust in the police force</td>
<td>4.81</td>
<td>0.833</td>
</tr>
<tr>
<td>There is improved image of the police force by members of the public</td>
<td>3.97</td>
<td>0.357</td>
</tr>
<tr>
<td>I am given the necessary support I need to perform my duties</td>
<td>4.07</td>
<td>0.747</td>
</tr>
<tr>
<td>Issues raised by members of the public are solved instantly</td>
<td>4.28</td>
<td>1.107</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.14</strong></td>
<td><strong>0.928</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

The aggregate score of 4.14 shows that the respondents agreed that transformational leadership style influenced the performance of the Kenya National police service in Nyeri County with a standard deviation of 0.928. This is in line with Arif (2018) study that found that leaders can take initiatives of coaching and listening to what employees suggest on the challenges experienced. Despite the challenges reported by employees, transformed leaders support and celebrate individual contributions rather than criticising individual abilities.

The mean of 4.81 and 4.53 indicated that the respondents strongly agreed on the statements that there is public confidence and trust in the police force and that members of the public are willing to give information concerning criminals with standard deviation of 0.833 and 0.574 respectively. This concur with Arif (2018) who observe that transformational leadership is the ability of leaders to create an enabling environment that inspire workers to innovative and work towards organizational goals. Similarly, Scott (2014) defines transformational leadership as an approach that create
positive and valuable change among followers or workers with an aim of moulding followers into leaders.

The mean of 4.32, 4.28, 4.07, 3.97 and 3.78 indicate that the respondents agreed on the statements that they are motivated to offer excellent services to members of the public, Issues raised by members of the public are solved instantly, they are given the necessary support they need to perform their duties and that members of the public are willing to recommend others for services provided by the National police service respectively with respective standard deviation of 0.539, 1.107, 0.747, 0.357 and 1.533. This concur with Abuand Tareq (2016) study that established that employees who embrace the new changes are rewarded in form of training and promotions. Leaders always embrace visionary leadership which act as a natural driving force among workers.

The mean of 3.42 indicated that the respondents indicated to a moderate extent that there is enhanced communication between members of the public and the police officers with standard deviation of 1.729. This disagrees with Rajala, Ruokonen and Ruismäki (2012) study that found that effective communication by leaders on how to accomplish tasks not only provide drive a sense of purpose and meaning among workers but also provide inner energy to work towards organizational goals with little emphasize on financial rewards. Intrinsically motivated followers or workers are more likely to dedicate their time and effort to accomplish organizational goals with minimal resistance.

4.5 Regression Analysis

The study carried out regression analysis to establish the degree to which individualized practice, motivation practice, intellectual practice and ethical practice influence the organizational performance. The results are presented as follows;

Table 4.9: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R Square</td>
<td>Adjusted R Square</td>
<td>Std. Error of the Estimate</td>
<td>Change Statistics</td>
</tr>
<tr>
<td>1</td>
<td>.708a</td>
<td>.701</td>
<td>.686</td>
<td>1.236</td>
<td>.501</td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)
The four independent variables that were studied, explain a factor of 0.686 of the performance of the Kenya National police service in Nyeri County, Kenya as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute to a factor of 0.314 of the organizational performance. Therefore, it is recommended that a study focusing on others factors that have not been studied to be carried out to address the gap.

**Table 4.10: Analysis of Variance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>228.174</td>
<td>3</td>
<td>76.058</td>
<td>132.05</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>196.324</td>
<td>341</td>
<td>0.576</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>424.498</td>
<td>344</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

The value 0.000 shows the significance level is less than 0.05 showing a statistical significance of the model on how the independent variables studied influenced the dependent variable. The value of F calculated value is greater than the value of F tabulated (132.05> 76.058) at 5% level of significance showing that the model was significant.

**Table 4.11: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.631</td>
<td>2.314</td>
<td>0.273</td>
<td>.000</td>
</tr>
<tr>
<td>Individualized practice</td>
<td>0.796</td>
<td>.210</td>
<td>2.088</td>
<td>3.790</td>
</tr>
<tr>
<td>Motivational practice</td>
<td>0.685</td>
<td>.193</td>
<td>1.565</td>
<td>3.549</td>
</tr>
<tr>
<td>Intellectual practice</td>
<td>0.803</td>
<td>.011</td>
<td>3.459</td>
<td>7.300</td>
</tr>
<tr>
<td>Ethical practice</td>
<td>0.827</td>
<td>.317</td>
<td>1.320</td>
<td>2.609</td>
</tr>
</tbody>
</table>

Source: Survey Data (2020)

From the above regression model, holding the individualized practice, motivational practice, intellectual practice and ethical practice the performance of the Kenya National police service in Nyeri County, Kenya would be at a factor of 0.631. The study also revealed that ethical practice influenced the performance of the Kenya National
police service in Nyeri County, Kenya to a very great extent at a factor of 0.827. This was followed by intellectual practice at 0.803, individualized practice at 0.796 and motivational practice at 0.685.

The regression equation obtained from the analysed data was as follows:

\[ Y = 0.631 + 0.796X_1 + 0.685X_2 + 0.803X_3 + 0.827X_4 \]

Where

- \( Y \) = Organizational performance
- \( X_1 \) = Individualized practice
- \( X_2 \) = Motivational practice
- \( X_3 \) = Intellectual practice
- \( X_4 \) = Ethical practice

The study established that individualized practice had a positive and significant influence on the performance of the Kenya National police service in Nyeri County, Kenya as shown by t-value (\( t = 3.790, p < 0.05 \)). This concurs with Tarus et al. (2015) study that noted that performance of Kenyan universities was affected by inadequate trainings among workers. It was also concluded inability of universities to embrace appropriate technology had negatively affected performance of universities.

The study revealed that motivational practice had a positive and significant influence on the performance of the Kenya National police service in Nyeri County, Kenya as shown by t-value (\( t = 3.549, p < 0.05 \)). This is consistent with Sonenshein and Dholakia (2012) study that established that employee delegation was directly correlated to firm performance.

The study found out that intellectual practice had a positive and significant influence on the performance of the Kenya National police service in Nyeri County, Kenya as shown by t-value (\( t = 7.300, p < 0.05 \)). This is supported by Šukle and Stojan (2012) study that established that employee intellectual preparedness, creativity and innovation were not only drivers of change implementation but also avenues of trying new ways of doing things.

The study determined out that ethical practice had a positive and significant influence on the performance of the Kenya National police service in Nyeri County, Kenya as
shown by t-value (t = 2.609, p < 0.05). This agrees with Chadrakumara, Sparrow and Perera (2010) study that found that ethical culture is directly attributed to transformative leadership from one organization to another.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of the findings, conclusions, recommendations for policy and recommendations for further studies.

5.2 Summary
The study aimed at determining the effect of transformational leadership on the performance of the Kenya National police service. The specific objectives of the study were to establish the influence of individualized practice, motivational practice, intellectual practice and ethical practice on organizational performance. Descriptive research design was adopted. The population of the study comprised of the police officers, members of the general public, chief Inspector of Polices (OCS), Inspector of Police (IP), Sergeants, corporals and police constables. Stratified sampling method was used and the respondents were sampled using simple random sampling method. Data was collected using questionnaires and analysed using descriptive statistics and inferential statistics. The summary of the findings are presented as follows:

The study sought to establish the influence of individualized practice and performance of the Kenya National police service in Nyeri County and established a positive and significant influence between individualized practice and organizational performance. The respondents were allocated duties relevant to their area of specialization, they are given the opportunity to make independent decisions and that they are given the opportunity to go on leave when they want, they are assigned tasks where they have competence, they are encouraged by their seniors to advance their studies and that they have the relevant multiple skills to perform their duties effectively.

The study sought to evaluate the influence of motivational practice and performance of the National police service and found a positive and significant influence between motivational practice and organizational performance. The respondents live with their family, they operate from their own house, they are provided with new uniforms and shoes periodically and that they always complete their leave days given, they are
recognized for any work they perform well and that the salary they earn every month is worth unique skills.

The study sought to assess the influence of intellectual practice and performance of the National police service and established a positive and significant influence between intellectual practice and organizational performance. The respondents are inspired by accomplishing my tasks despite financial rewards attached, they are involved in key decision, they are encouraged by their supervisor to think differently when doing any task, they are self-aware about my abilities they are encouraged to view things from and that they do not fear making mistakes in new tasks.

The study sought to determine the influence of ethical practice and performance of the National police service and revealed a positive and significant influence between ethical practice and organizational performance. The respondents trust information given by my immediate supervisor, they strictly adhere to the policies of the National police service, they respect the privacy of their workmates and that they are encouraged by their immediate supervisor to change negative attitude.

5.3 Conclusions

On individualized practice, the study concluded that the organizational leaders attends to each employee needs and act as a mentor, coach or guide them. They listen to the concerns and needs of each employee and provides support and are empathic of each employee’s situation and background. The leadership is also aware of the unique talents that each employee brings to the workplace and supports them in developing and demonstrating these key skills and behaviours. This makes the employees to aspire to develop further and they show intrinsic motivation when performing their work.

On motivational practice, the study concluded that the leadership articulates an appealing vision that inspires and motivates others to perform beyond expectations. They have high standards and expectation for their employees. They are optimistic about the employees ability to meet goals and they always provide meaning to their employees through showing the importance of all duties and responsibilities and are also able to motivate their employees to have a strong sense of purpose so they provide purpose and meaning to drive their team forward. This encourages employees to invest
more effort in their tasks and to be optimistic about the future and to invest in their own abilities.

On intellectual practice, the study concluded that the leadership recognizes employees through stimulation, creativity and innovation. They support and collaborate with the employees as they try new approaches and develop innovative ways of dealing with organizational issues. They encourage employees to think about matters out on their own and encourage employees to think independently so that they can become autonomous.

On ethical practice, the study concluded that the leadership become role models for their employees by engaging in high standards of ethical behaviour whereby the employees identify with their leaders and desire to emulate them. The leaders usually have very high standards of moral and ethical conduct and are considered to doing the right thing. They are deeply respected by the employees who usually place a great deal of trust in them. They provide the employees with a sense of vision and mission.

5.4 Recommendations

On individualized practice, the study recommended that the leadership of the organization should show willingness and ability to provide nurturing support for each employee as it leads to higher levels of engagement and motivation within the organization. They should involve the employees in decision making process so as to make them be loyal to the organization and also identify individual employee’s talent and nurture them for better organizational performance.

On motivational practice, the study recommended that the leadership should set goals so as to give employees meaning in their day-to-day roles through establishing what is expected of them. Provide meaningful feedback to the employees so as to help them grow and develop. Create space for the employees to solve their own problems by providing support and guidance. The leadership should maintain motivation in their employees as an ongoing task filled with opportunities to experiment and learn what works and what does not work for their employees.
On intellectual practice, the study recommended that the leadership should make learning a requirement whereby both the leadership and junior staff need to know that learning is their responsibility, both as individuals and as teams. Help employee become talent developers by being accountable for their unit performance, and identifying the skills and behaviours necessary for improvement. Embrace technology so as to help employees identify relevant skills and knowledge they need and provides a menu of tools to facilitate learning.

On ethical practice, the study recommended that the leadership should analyse the current work environment and the existing organization values, mission, goals and ethical policies. Solicit the input of each employee about any ethical issues he or she feels faces or that others may face. Provide ethical training in the form of employees responding to hypothetical situations that may arise or scenarios you know take place in other organization. Set up ongoing workshops and mandatory meetings that discuss emerging ethics issues.

**5.5 Suggestions for Further Studies**

The study investigated the influence of transformational leadership on the performance of the Kenya National police service with a specific focus on establishing how individualized practice, motivational practice, intellectual practice and ethical practice influence organizational performance. Therefore, the study suggest that further studies should be carried that focus other organization apart from Kenya National police service.
REFERENCES


Shukurat, M. B. (2012). Impact of Ethical Leadership on Employee Job Performance. *International Journal of Business and Social Science 3(11); June 2012*


APPENDICES

Appendix 1: Introductory Letter

C/O

DAVID KAVYU MULLI
KENYATTA UNIVERSITY

TO WHOM IT MAY CONCERN

Dear Respondent,

REF: POSTGRADUATE STUDY

I am David Kavyu Mulli conducting a study entitled “Transformational Leadership on Performance of the National Police Service in Kenya”. As a requirement for the award of a postgraduate degree in Master of Business Administration of Kenyatta University, I am required to carry out an academic research. In this regard, you are considered to be the most appropriate respondent to provide the intended information. Any information provided will be used solely for academic purposes only and information provided by respondents will anonymous. You are requested to spare an approximate of 15 minutes to complete the questionnaire and thereafter return it to the researcher. Your cooperation in this endeavour is highly appreciated.

Yours faithfully

Thank you in advance.
Appendix 2: Questionnaire National Police Service Officers

Please supply the required data by filling in the blanks where space is provided or by ticking [√] against the most appropriate answer.

SECTION: DEMOGRAPHIC CHARACTERISTICS

1. What is your highest level of Education?
   a) Bachelor degree [   ]
   b) Masters [   ]
   c) Diploma [   ]
   d) Certificate [   ]

2. Gender of Respondent?
   a) Male [   ]
   b) Female [   ]

3. Age of Respondent
   a) 24-29 Years [   ]
   b) 30-35 Years [   ]
   c) 36-41 Years [   ]
   d) Above 42 Years [   ]

4. How long have you worked in this police station?
   a) Less than 1 Year [   ]
   b) 2-3 Years [   ]
   c) 4-5 years [   ]
   d) Above 5 Years [   ]

SECTION B: TRANSFORMATIONAL LEADERSHIPS AND PERFORMANCE

PART A: INDIVIDUALTIZED PRACTICE

5. Indicate your level of agreement with the following statements relating to the effect of individualized practice on performance of the Kenya National police service(scale 5= Strongly agree (SA), 4= Agree (A), 3 = Not Sure (NS), 2= Disagree (D), 1 = Strongly disagree(SD))

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I have the relevant multiple skills to perform my duties effectively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. I attend training regularly intended to my performance
3. I am coached on how to perform my duties by my immediate supervisor
4. I am encouraged by my seniors to advance my studies
5. I am given the opportunity to make independent decisions
6. I am given the opportunity to go on leave when I want
7. I am equipped with knowledge on how to operate computers
8. I am encouraged to consult my seniors in order
9. I am assigned tasks where I have competence
10. I perform delegated duties with due diligence
11. I am oriented on new duties and responsibilities
12. I am allocated duties relevant to my area of specialization

**PART B: MOTIVATIONAL PRACTICE**

6. Indicate your level of agreement with the following statements relating to the effect of motivation practice on performance of the Kenya National police service (scale 5= Strongly agree (SA), 4= Agree (A), 3 = Not Sure (NS, 2= Disagree (D), 1 = Strongly disagree(SD))

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The salary I earn every month is worth my qualification</td>
<td></td>
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<tr>
<td>2.</td>
<td>I am paid a salary that reflects my experience</td>
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<tr>
<td>3.</td>
<td>The salary I earn every month is worth unique skills</td>
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<tr>
<td>4.</td>
<td>I am paid for extra time worked</td>
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<tr>
<td>5.</td>
<td>I am sponsored by my organization to further my studies</td>
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<tr>
<td>6.</td>
<td>I operate from my own house</td>
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<tr>
<td>7.</td>
<td>I stay with my family</td>
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<td>8.</td>
<td>I always complete my leave days given</td>
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<tr>
<td>9.</td>
<td>I am provide with new uniforms</td>
<td></td>
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</tbody>
</table>

52
and shoes periodically

10. I am involved in key decisions

11. My a reasonable medical cover

12. I am recognized for any work I perform well

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I am encouraged by my supervisor to think differently when doing any task</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>I am involved in team decisions</td>
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<tr>
<td>3.</td>
<td>I am feel appreciated for what I do</td>
<td></td>
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<tr>
<td>4.</td>
<td>I am encouraged to view things from</td>
<td></td>
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<tr>
<td>5.</td>
<td>My immediate supervisor has confidence in delegating duties to me</td>
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<tr>
<td>6.</td>
<td>I do not fear making mistakes in new tasks</td>
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<tr>
<td>7.</td>
<td>I do not feel undervalued by other officers</td>
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<tr>
<td>8.</td>
<td>I have a good working relation with other officers</td>
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<tr>
<td>9.</td>
<td>I am satisfied on how my senior officers solve disputes</td>
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<tr>
<td>10.</td>
<td>I am self-aware about my abilities</td>
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</tr>
<tr>
<td>11.</td>
<td>I am involved in key decision</td>
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<tr>
<td>12.</td>
<td>I am inspired by accomplishing my tasks despite financial rewards</td>
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</tbody>
</table>

PART D: ETHICAL PRACTICE

8. Indicate your level of agreement with the following statements relating to the effect of ethical practice on performance of the Kenya National police service (scale 5= Strongly agree (SA), 4= Agree (A), 3 = Not Sure (NS), 2= Disagree (D), 1 = Strongly disagree(SD))
<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>My supervisor is a role model</td>
<td></td>
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<tr>
<td>2.</td>
<td>I am trust information given by my immediate supervisor</td>
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<tr>
<td>3.</td>
<td>There is open communication between my supervisor and I</td>
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<tr>
<td>4.</td>
<td>I am trusted by my supervisor</td>
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<tr>
<td>5.</td>
<td>I maintain high level confidentiality</td>
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<tr>
<td>6.</td>
<td>I respect the privacy of my workmates</td>
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<tr>
<td>7.</td>
<td>I report at my work place on time</td>
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<tr>
<td>8.</td>
<td>I maintain good relations with my work mates</td>
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<tr>
<td>9.</td>
<td>My supervisors always mean what they speak</td>
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<tr>
<td>10.</td>
<td>I strictly adhere to the policies of the National police service</td>
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<tr>
<td>11.</td>
<td>I respect orders given by my immediate supervisor</td>
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<tr>
<td>12.</td>
<td>I encouraged by my immediate supervisor to change negative attitude</td>
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</table>

**PART D: MEASUREMENT OF ORGANIZATIONAL PERFORMANCE**

9. Indicate your level of agreement with the following statements relating to the indicators used by the Kenya National police service to measure performance (scale 5 = Strongly agree (SA), 4 = Agree (A), 3 = Not Sure (NS), 2 = Disagree (D), 1 = Strongly disagree (SD))

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I am motivated to offer excellent services to members of the public</td>
<td></td>
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<tr>
<td>2.</td>
<td>Members of the public are willing to give information concerning criminals</td>
<td></td>
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<tr>
<td>3.</td>
<td>Members of the public are willing to recommend others for services provided by the National police service</td>
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<tr>
<td>4.</td>
<td>There is enhanced communication between members of the public and the police officers</td>
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<td></td>
<td>There is public confidence and trust in the police force</td>
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<tr>
<td>6.</td>
<td>There is improved image of the police force by members of the public</td>
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<tr>
<td>7.</td>
<td>I am given the necessary support I need to perform my duties</td>
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<tr>
<td>8.</td>
<td>Issues raised by members of the public are solved instantly</td>
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</tbody>
</table>
Appendix 3: Research Authorization from Kenyatta University Graduate School

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@kun.ac.ke
Website: www.ku.ac.ke

P.O. Box 13844, 00100
NAIROBI, KENYA
Tel. 871-0901 Ext. 37530

Our Ref: D55/EMB/PT/38370/2017 DATE: 15th September, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR DAVID KAVYU MULLI - REG. NO.
D55/EMB/PT/38370/2017

I write to introduce Mr. David Kavyu Mulli who is a Postgraduate Student of this University. He is registered for MBA degree programme in the Department of Business Administration.

Mr. Mulli intends to conduct research for an MBA Project Proposal entitled, “Transformational Leadership Practices on Performance of the Kenya National Police Service in Nyeri County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

[Signature]

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL
Appendix 4: Research Permit from NACOSTI
THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licences is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License may be surrendered or terminated
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The Licensee does not give authority to transfer research materials
6. NACOSTI may examine and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report(s) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the license including cancellation without prior notice

National Commission for Science, Technology and Innovation

ed Waaiyaii Way, Upper Kabete,

P. O. Box 30110-00100 Nairobi, KENYA

Land line: 020-4007000, 020 331 0571, 020 331 0571, 020 8001 077

Mobile: 0713 788 787 / 0735 494 245

E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke

Website: www.nacosti.go.ke

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