STRATEGIC SOCIAL PRACTICES AND PERFORMANCE IN THE KENYA NATIONAL POLICE SERVICE: CENTRAL POLICE DIVISION, NAIROBI - KENYA

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

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DECLARATION

This project is my original work and to the best of my knowledge has not been presented for a degree in any other learning institution.

Signature………………………… Date ………………………

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I confirm that the work in this project was done by the candidate under my supervision as the duly appointed university supervisor

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DEDICATION

This research project is dedicated to Rose Tenai, my spouse, who provided unwavering moral and financial support during the duration of this study. Through her, I developed a profound appreciation for the invaluable benefits that can be derived from pursuing higher education and engaging in a lifelong process of learning. I am privileged to express my dedication of this study to my mother, Salinah Tenai, whose unwavering tenacity and resilience have instilled in me the belief that steady and persistent efforts, taken incrementally, possess the capacity to accomplish even the most formidable undertakings. This work is additionally dedicated to the individuals within my social network, including friends and relatives, who have provided unwavering support during the duration of my academic pursuits.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS AND ABBREVIATIONS

AP   Administration Police

CAK   Leadership Styles Authority of Kenya

CBD   Central Business District

CRM   Customer Relations Management systems

DCI   Directorate of Criminal Investigation

HOD   Head of Department

ICT   Information and Leadership Styles Technology

IPOA   Independent Policing Oversight Authority

IT   Information Technology

JIT   Just-In-Time

KPTC   Kenya Posts and Tele Leadership Style s Corporation

LISREL   Linear Structural Relations

NPS   National Police Service

SPSS   Statistical Package for Social Sciences

WWW   World Wide Web

OPERATIONAL DEFINITION OF TERMS

Leadership styles: Approaches used by the National Police Service in directing and influencing the workforce towards efficient realization of the service' goals.

Organization politics: The informal and unofficial activities undertaken by individuals inside the NPS to promote ideas, exert influence, enhance their power, or accomplish specific social and professional objectives. These activities often occur behind the scenes and are aimed at achieving personal or collective goals within the organizational context.

Organization structure: Refers to how activities such as coordination, task allocation and supervision are directed within the National Police Service toward the achievement of its organizational aims.

Performance: Refers to the level to which the goals of the police service are met in terms reducing crime rate within the jurisdiction, prompt response to distress calls, and inculcating positive of the police service among members of the public.

Professionalism: The diligence among police officers in delivering security services with prudence and careful observation of the Police Service's code of conduct.

Strategic Social Practices: The use of management frameworks and concepts like the leadership style, the structure of organization, professionalism, and organizational politics to influence operations of the National Police Service.

ABSTRACT

Kenya's National Police Service has undergone numerous changes in an effort to improve its efficiency and strategic alignment with the requirements of the Kenyan people. As part of its reform, the institution was renamed from the Kenya Police Force (KPF) to the NPS. This signifies reaffirmation of its commitment to provide services to the public within a supportive social environment. However, little research has been done to determine whether the strategic social practices realignment within the police service has any implications on the institution's performance. The purpose of this study was to investigate how the Kenya National Police Service performs with the introduction of strategic social practices such as leadership style, organizational structure, professionalism, and organizational politics in its management and operations. The four aspects were the study's independent variables. To provide the current investigations with solid theoretical and empirical underpinnings, practice and system theories as well as pertinent sources of empirical literatures were reviewed. The collection, processing, and interpretation of the research data were all governed by a descriptive research design. One hundred and fifty (150) law enforcement personnel were purposively sampled from a target population of 750 police personnel at the Central Police Division in Nairobi County. Semi-structured questionnaire was then formulated and tested for validity and reliability during a pilot study, using 10% of the study's sample size. The study involved gathering of quantitative and qualitative data which were then subjected to descriptive and inferential analysis by the use of Statistical Package for Social Science and the findings presented accordingly. According to the study, respondents agreed with claims about four institutional strategic social aspects: professionalism, leadership style, organizational politics, and organizational structure. Professionalism and leadership style yielded the lowest and biggest impacts respectively, (0.093; p=0.000) and (0.300; p=0.000). Inversely, organizational politics significantly undermined the NPS's performance (-0.254; p=0.001). According to the study's findings, the primary attitude or belief that affects leadership style is how employees see their roles as managers as opposed to subordinates. Other findings include that decentralization enhances effective decision-making that a tiny locus of control and efficiency are positively correlated, and that job repetition has both positive and negative effects on productivity. Professionalism ensures proper handling of problems, fostering a culture of respect. The report suggests that the national police agency employs transactional and transformative leadership to help unlock the potential of its employees.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The preferred management strategies in all types of firms have been influenced by the need to satisfy changing client demands. Both public and commercial organizations are competing to adopt new approaches in an effort to boost productivity and, ultimately, provide their customers with high-quality services (Mohagheghi & Raji, 2014). Good management practices, according to Kumbargeri and Sinha (2017), integrate the strategic social facets of the organization, such as professionalism, transformational leadership, constructive organizational politics, and organizational structure. The authors) go on to say that, adoption of these techniques is motivated by the rising interest in the general well-being of the workforce rather than the conventional preoccupation with their financial demands (Kumbargeri & Sinha, 2017).

It is vital to remember that the needs of employees go beyond monetary pay. Maslow's hierarchy of needs provides a clear explanation of the complexity of employees' demands. According to this hierarchy, a worker's needs progress from the fundamental necessities like food and housing to the highest level, self-actualization. In order to boost employee performance, a firm should make an effort to address social issues in daily operations.

Around the world, a number of institutions, including law enforcement agencies, have taken steps to incorporate strategic social practices into their management. An illustration of this managerial strategy is the English police department. Law enforcement and police were handled locally, by local communities such as local government, before and during the 1700s. According to sources, watchmen and

constables were first employed by the English Parliament in 1673 to monitor towns at night while other informal arrangements were used in rural areas (Raijin, 2012; Petrovi et al., 2016). The local policing capabilities of many town authorities had improved by the early 1800s, and Glasgow was able to establish the first professional police force in Europe thanks to an act of parliament passed in 1800. As the population grew, new legislation was established to strengthen management techniques used by the police department.

Naem and Welford (2019) opine that organizational social factors are crucial to businesses' global initiatives for fostering sustainable development. For instance, both local and international businesses operate in a variety of sectors in Pakistan. Companies must act responsibly and ethically when contemplating their long-term strategy. According to Hameed (2019), a company's strategy needs to consider ethical, social, and environmental concerns. A growing public understanding of corporate social responsibility (CSR) and an effort to conduct business ethically must be reflected in the strategy. A long-term sustainable company plan produces a favorable environment for investors. Al-Jarreh and Asleh (2016) contend that organizations must be creative to remain competitive and meet the client needs because of the fluidity of consumer preferences and the business climate. According to Fubara (2020), strategic social practices and environmental awareness trends may help manufacturing companies in the Rivers State region of Nigeria, create merchandise and services that satisfy customers while making a profit. Fubara (2020) also advises that senior management should actively promote innovation. However, innovativeness needs a procedure and organizational setup that actively seeks out and accepts the ideas and recommendations of subordinates.

According to Wanjiku (2019), corporate social practice is a great way to increase a company's competitive edge in Kenya by fostering a positive public image. In terms of managing stakeholder interests, it also helps businesses self-regulate. In order to lessen the issues identified for the second purpose, Wanjiku (2019) also recommends that corporate social responsibility strategies be evaluated on a regular basis. Employee participation is necessary in these procedures because it generates a wider pool of ideas, increasing the likelihood of success.

1.1.1 Organizational Performance

Performance is defined as the level to which the goals of an organization are met by its workforce who undertake various activities within and outside the organization (Husted, 2017). Randeree and AlYouha (2009) described organizational performance as the capacity of an organization to carry out effective implementation of its strategies to realize the set objectives. It is noted that a company's performance is greatly dependent on the managers' leadership skills. These managerial skills influence routine practices and efforts of the employees to achieve the organization's goals and objectives. The leadership element in this statement implies that managers of an organization must build favorable relationships among the human resources to synergize their effort (McClean & Collins, 2019). Therefore, performance can be understood as a social factor which depends on different social practices of the organization. There is a greater need for any institution to prioritize mobilization of its employees to work as a team, which is key to organizational performance. Njoroge and Yazdanifard (2014) emphasized that an organization's performance is influenced by the managers' social and emotional competencies in the handling of the workforce. According to Sparrow (2015), the traditional trends in measuring performance of police institutions has been based on four metrics. The metrics include the extent to

which reports of serious crimes are reducing; the rate of clearing policing cases; the amount of response time; and, productivity of the officers in enforcing law through arrests and making searches. He noted that a few police institutions in the United States have started to consider satisfaction of the citizen when measuring performance of police organizations. Minimal focus is often put on the rate of clearance because it is more subjective and difficult to standardize across different institutions. The need for better models of measuring police performance is emphasized by the fact that other metrics like enforcement productivity and response time cannot reveal the level of intelligence in the police operations, appropriateness of the operation methods, and its impact on the community (Duijn & Klerks, 2014).

Therefore, the social aspects of organizational performance are often excluded by these metrics. The mentioned metrics are biased towards the officers' swiftness and hard work at the expense of their social orientation. Discussions on the success of police institutions have always been based on the levels to which they have reduced the number of serious crimes within their jurisdictions.

Corsaro, Frank and Ozer (2015) pointed out that the traditional measures of police performance have various limitations as far as social structures of the institutions and the society are concerned. The first limitation is that the measure of crime control does not cover other elements of the policing mission. Moreover, concerns of a community usually involve behavior patterns of its members and additional problems besides those that are labelled as serious crimes. Additionally, constant pressure to reduce the number of serious crimes can lead to social malpractices such as corruption, manipulating crime statistics, and crime misclassification. The researchers have noted that the citizens' demand is for the police institutions to adopt flexible management structures for better service delivery.

The demand for a police service that is socially relevant has resulted in the transformation of the Kenyan police system from the Kenya Police Force to the Kenya Police Service within the local context. The Kenya National Police Service (NPS) necessitates dynamic management structures in order to achieve socially inclusive performance as an institution. The origins of the Kenya National Police Service (NPS) can be attributed to the passing of the NPS Act (2010), as mandated by the Constitution of Kenya. The Korea National Park Service (NPS) was faced with a substantial challenge of improving its service delivery processes to the public. Therefore, the main goal of law enforcement agencies is to improve their operational efficiency in order to meet the complex and constantly evolving security needs of the population in Kenya, as outlined in the Constitution of Kenya (2010). The process of organizational performance measurement involves evaluating the extent to which predetermined objectives have been achieved. These aims encompass the efficacy of organizational activities in their contribution towards the attainment of organizational objectives. Additionally, the evaluation encompasses the assessment of the effectiveness of the outcomes, outputs, and the efficiency with which resources are utilized to achieve services and goals (Bennett, Lance, & Woehr, 2014). Luhangala and Anyieni (2019) assert that the evaluation of a company's success encompasses both quantitative and qualitative indications. These indicators encompass several aspects such as securing staff loyalty, fostering creativity and innovation, developing high-quality products and services, satisfying client demands, and achieving favorable financial performance. This study aimed to evaluate organizational performance by examining the impact of reduced crime rates, decreased police response time, and favorable public impression.

1.1.2 Strategic Social Practices

Strategic social practices describe daily practices of an organization in terms of their habitual performance to produce meaning and professional culture among its people. The concept is borrowed from Bourdieu's practice theory which according to Kumbargeri and Sinha (2019), practice can be defined as a collection of acts and meanings that are interconnected by shared understandings, processes, and engagements among a specific group of individuals across various temporal and spatial contexts. Social practices can be defined as a collection of acquired verbal and behavioral patterns that delineate a certain societal group. Therefore, the observation of social behaviors and norms among members of an organization provides insight into the strategic social practices, as these actions and sayings are collectively understood and shared. An organization such as the Kenya National Police Service consists of a group of people involved in routine practices as they strive to achieve a specific goal, the goal being the safety of citizens. The implication of the social practice theory to an organization is that it will permit the organization to routinely build and rebuild through the daily practices of its people (Nicolini, 2012).

The shape and work philosophy of an organization emanates from such practices and are often seen through the dominant leadership styles of an organization's managers and the organizational structure. The work philosophy is also visible through professionalism among members and the internal politics of the organization. Therefore, it can be argued that organizational performance and operations depend on the social habits and values that have been built among its people over a long period of time.

In an institution, leadership plays a notable role in hindering or enhancing commitment and interest of an individual (Fu-Jin Shieh & Tang, 2016). According to

Jeremy, Melinde and Ciller (2018) leadership style is a kind of association where an individual utilizes his methods and ways to ensure many individuals are working together on a common task. In addition, Jeremy, Melinde and Ciller (2018) observe that an organization's failure or success is largely dependent on the leadership style the organization adopts. Therefore, a thorough scrutiny of personnel traits helps the manager in making informed decisions on the leadership style to adopt. Ultimately, this results in anticipated outcomes set to enhance the company's sustainability and growth.

According to Kral and Kralova (2016), the establishment of an organizational structure has a crucial role in determining the manner in which job tasks are coordinated, grouped, and allocated. The primary function of the structure is to facilitate the effective realization of an organization's goals by assigning appropriate tasks to individuals and establishing authority and responsibility for coordination and oversight. Smith, Fallon, Fluke, et al (2019) observe that the environment in which organizations currently operate is so dynamic that it makes the structuring and re-structuring decisions very paramount. Structural decisions such as reconfiguring any company is arguably a crucial decision a manger should make.

Professionalism is reflected in the specific behavior, skills and expert knowledge shown by an individual in a work place. Having a high level of expert knowledge and skill is crucial and a notable attribute for any organization as well. Expertise is what essentially makes an individual knowledgeable and informed about the profession (Smith & McKeen, 2015). Brehm, Smith, Wall and Warren (2016) observe that in an institution, each individual plays a role. Professional behavior assists in separating business from personal matters thus keeping associations limited to the current business. Responsibility, integrity and dedication are essential elements of

professionalism which make an individual achieve success in their field. Therefore, by owning their duties and roles, professionals make tags for themselves and find opportunities, promotion and get repeat business with ease.

Ferris and Kacmar (2017) note that despite the efforts by management to eliminate organizational politics, it is often evident that members of organizations find themselves continuously engaging in political maneuvering. Gull and Zaidi (2019) define organizational politics as acts by individuals, the primary purpose of which is to enhance personal interest without regard to the company or the well-being of others. Gull and Zaidi (2019) further observe that organizational politics involves objective perceptions, regarding the influence and power level, employed by members of a company in obtaining advantage whilst protecting personal interests. Therefore, perception of organizational politics is essentially founded on the general political atmosphere of good measure in a firm. This makes it a crucial dimension of an individuals' perception of their work environment.

1.1.3 Kenya National Police Service

The NPS is the principal law enforcement agency in Kenya. The establishment of the agency was facilitated by the NPS Act (2011) subsequent to the adoption of Kenya's 2010 Constitution. According to Njuguna et al. (2015), the three divisions that constitute the NPS are the Administration Police Service, commonly known as AP, the Kenya Police, and the Directorate of Criminal Investigations (DCI). Within specific law enforcement areas, the three branches are bestowed with intersecting duties to maintain the integrity of the legal system. The primary obligation for the preservation of security and law enforcement inside the nation of Kenya lies with the Kenyan police force. On the contrary, the administration police are responsible for

overseeing border security and preventing acts of banditry inside the population. The Directorate of Criminal Investigation (DCI), responsible for the examination of intricate cases, holds similar importance.

The NPS has undergone various modifications since its establishment with to enhance the caliber of the services it offers to the general populace. The implementation of the 2010 Constitution brought about notable transformations within the institution, including the shift from the infamous KPF to the NPS. According to Hope (2015), the primary objective of the institution's reorientation was to enhance performance through promoting professionalism among police personnel and fostering a positive rapport with the public. The primary focus of the NPS's reforms, as noted by Hope (2015), was on enhancing the social aspects of officers' lives, including improvements in housing conditions, interpersonal relationships, professionalism, and the establishment of a robust leadership framework. The promulgation of the National Police Service Commission was undertaken so as to provide oversight for the operations of the NPS. Thus far, the institution has implemented significant surgical interventions in order to buttress its overall performance. It is expected that the implementation of strategic social practices within the NPS will enhance the cultivation of professional competencies within the police force and establish conducive working conditions that enable effective and sustainable delivery of policing services.

Based on the Kenya Police Service Strategic Plans spanning 2004 to 2008, it is evident that the institution has not yet achieved its planned level of functionality. The strategic plans delineate the core obligations of the NPS, encompassing upholding law and order, identifying and preventing of criminal activities, apprehending wrongdoers,

protecting lives and property, promoting peace, and enforcing of all applicable laws and regulations falling under its jurisdiction. The assessment of the impact of prevailing institutional social conventions on the functioning of the NPS is of utmost importance, as was intended by this study. Besides, the requirement for assessing the performance of the institution is a result of the NPS Act (2011), which stipulates that the evaluation should be conducted by gauging the level of satisfaction among Kenyan citizens regarding the service delivery of the institution.

1.2 Statement of the Problem

Multiple reports and publications such as Awino, Kilika and Muathe (2022), UNODC (2011), and Badurdeen et al. (2023) indicates that the NPS continues to receive negative perception in terms of its performance despite having undergone a number of social and institutional changes through the years, particularly after the publication of the 2010 constitution. It is notable that such changes were meant majorly to boost service delivery and public relations within the NPS.

Enhancing the social welfare of police officers and fostering public confidence in the police force were two aspects of the reorganization that took place. To change the management style inside the service, several trainings have been provided to both police officers and their superiors. Stakeholders in Kenya's security industry have pushed for socially responsible policing as an alternative to the rigorous management of the police service.

The NPS's reforms have sought to enhance professionalism through transformational leadership practices and functional structure of the service. Some of the reforms include creation of the Independent Police Oversight Authority (IPOA) and

collaboration with local universities like Kenyatta University to educate law enforcement personnel in human resource and peace management.

The aforementioned patterns show that the National Police Service has been seriously investing in its management on a financial, entrepreneurial, and social level. However, several surveys continue to show that there is a high level of public dissatisfaction with how the police organization carries out its duties. As a matter of fact, many Kenyans have not yet been persuaded of their security (Badurdeen et al., 2023; UNODC, 2011; Awino, Kilika & Muathe, 2022). In addition, police officers are still recognized as criminals who commit crimes such as extrajudicial executions, corruption, and torturing defenseless individuals.

The National Police Service has performed poorly and has not displayed professionalism, based on reports sponsored by the national government such as the John Krigler Report (2007), the Kenya Police Task Force on Reforms of 2009, the Waki Report (2008), and the Ransely Report (2008).

The Waki Report (2008) provides a comprehensive analysis in Part IV, which examines the actions and inactions of state security services in carrying out their prescribed responsibilities. The research expressly highlights the institutional failure of state security forces, especially the police, to effectively predict, prepare for, and mitigate post-election violence in Kenya. Frequently, certain personnel within the state security agencies were found to be culpable for engaging in acts of violence and committing severe infringements upon the human rights of the populace. The Police Reform Taskforce Report (2009), also known as the Ransley Report of 2008, conducted a comprehensive examination of police structures and systems. The report put forth extensive recommendations for reforming the police service, which

encompassed the restructuring of police services. This was subsequent to the discovery of the study that presented evidence of the abuse and improper use of law enforcement authority, as well as a negative perception held by the general populace. These ongoing concerns over the NPS performance necessitate the question whether there any tangible relationship between strategic social practices and performance of the NPS. However, in-depth review of existing literature reveals very minimal insights on this important area, especially in the context of Nairobi Central Police Division. Therefore, it was crucial to bridge this knowledge gap and probably contribute to enhancement of NPS performance through the insights from this study.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general study's objective was to examine the influence of strategic social practices on the performance of the National Police Service, a case study of Nairobi Central Dvision,Kenya.

1.3.2 Specific Objectives

i. To examine leadership style effects on the performance of at the NPS at Nairobi Central division, Kenya.

ii. To interrogate how organizational structure affects the performance of the NPS, at Nairobi Central division, Kenya.

iii. To assess how professionalism influences the performance of NPS, at Nairobi Central division, Kenya.

iv. To examine the influence of organizational politics on the performance of NPS at Nairobi Central division, Kenya.

1.3.3 Research Questions

i. To what does leadership style at the NPS affect Nairobi Central division police officers' performance?

ii. How does the organizational structure affect Nairobi Central division police officers' performance?

iii. How does professionalism influence Nairobi Central division police officers' performance?

iv. What are the effects of organizational politics on Nairobi Central division police officers' performance?

1.4 Significance of the study

The findings were of utmost importance to different stakeholders who stand to benefit from the improved provision of security services in Kenya. The aforementioned entities encompass the state, administrators of the Kenya National Police Service, individual law enforcement officials, members of the general populace, and scholars specializing in the domain of policing and security. The administrators of the Kenya National Police Service are expected to benefit from valuable insights and data from

this study regarding the implementation of strategic social practices within police departments. This will help them enhance performance of police officers in the provision of security services. The study's findings also brought attention to some existing difficulties in the management of NPS, providing policy makers with valuable insights to guide their decision-making processes.

The study offered useful insights for individual police officers, enabling the development of favorable leadership styles and organizational structures to improve their everyday operations. The study findings provided valuable insights for police department management to create a work climate that promotes social well-being and professional success among police officers.

Members of the general populace will be benefit from the study, particularly in terms of enhanced national security and the implementation of strategic management practices inside the Kenya National Police Service.

This work holds significant intellectual value for researchers and scholars in the domains of peace and security. The acquisition of knowledge obtained from the research serves to address the disparity in the implementation of strategic social conventions, hence enhancing the production of the NPS. Furthermore, the assessment successfully identified and provided recommendations for potential areas that warrant future investigation to further the advancement of the area study.

1.5 Scope of the study

The study encompassed the concept of strategic social practices and their implementation within the administration of the Kenya National Police Service (NPS), with particular emphasis on its effect on the NPS's performance. The study placed significant attention on four distinct dimensions of institutional social

conventions such as leadership style, organizational structure, politics, and professionalism. The study focused on the application of the four strategic social practices within the Central Police Division in Nairobi as a representation of the Kenya National Police Service between 2019 and 2022. The Central Police Division in Nairobi comprises a total of around 750 police personnel, from whom the target respondents were selected.

1.6 Limitations of the Study

The study was meticulously conducted, nevertheless, it is important to acknowledge the presence of limits and inadequacies. The study was done within Central Police Division located in Nairobi's Central Business District (CBD). Due to the high level of activity inside the division, there were difficulties encountered in simultaneously reaching a majority of the respondents. Nevertheless, this challenge was resolved by effective communication and collaboration with the divisional managers and station commanders, who provided the researcher with precise dates during which the majority, if not all, of the participants were accessible. This encompassed specific times during which the entire division convened to participate in lectures and parades, thereby facilitating the opportunity to visit and acquire data. One additional constraint encountered during the study was the limited level of cooperation exhibited by the participants selected from the target demographic. This reluctance to provide the necessary information stemmed from apprehension and unfavorable attitudes towards law enforcement officials held by certain members of the community. The researchers addressed the restrictions by providing participants with reassurance regarding the confidentiality and anonymity of the data.

1.7 Organization of the Study

There are five chapters in the research, each addressing distinct aspects of the subject matter. The initial chapter serves to introduce the research by presenting essential components such as background information and research questions. Chapter two presents an elaborate analysis of empirical and conceptual literature aligning with the objectives of the research including the conceptual framework. The third chapter explains the methodology, including the design of the study, data analysis, and sampling techniques. Chapter four offers a comprehensive analysis of the data, offering both quantitative and qualitative conclusions that align with the study's aims. Finally, Chapter five goes over the findings in detail, and presents the conclusion and recommendations based on the results.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter critically evaluates the relevant literature, which underpinned the conceptual framework and informed the general research process. The literature review comprehensively examined pertinent theories and empirical studies pertaining to the four dimensions of institutional social conventions and their influence on the performance of the NPS. The components encompassed in this study comprise leadership style, organizational structure, professionalism, and politics of an organization.

2.2 Theoretical Literature Review

2.2.1 Contingency Theory

Burns and Stulker conceived this theory in 1961. It stressed the importance of analyzing circumstances and the part that contingencies play in an institution's behavior. The theory proposes that organizations must be distinct and optimally integrated when dealing with environmental unpredictability, according to Lawrence & Lorsh (2009). Its core tenet is that best practices within an organization depend on its circumstances. Contextually, contingency theory implies that NPS performance depends on the environment created by its managers in terms of their leadership style, structuring of the institution, professionalism, and the prevailing politics within the institutes.

Additionally, the theory holds that organizations operate in dynamic situations and every situation brings about unique challenges that require solutions that are unique to the situation. Therefore, the theory supports leadership style as a variable within this study. Managers at NPS would be required to adopt diverse leadership styles depending on the unique situations facing the police service. The degree to which

NPS will achieve positive performance in any particular situation will depend on the managers' application of relevant leadership style for such specific situations (Ongeti, 2014).

The theory's contention that diverse organizational tactics and structures are needed for varied situations rather than uniformly prescribing suitable organization management approaches is its fundamental insight. The successful execution of the corporate strategy will therefore depend on how well the organizational structure and its strategy fit. According to Morton and Hu (2015), the contingency premise emphasizes that strategic alignment is crucial in improving the alignment of an organization's strategic priorities to its environment. This improves support for organizational execution.

2.2.2 Practice Theory

This theory is rooted in the phronesis supposition conceived by Aristotle, which defines practical wisdom as an action that results from informed, value-driven conversations (Nicolini, 2012). Phronesis, a Greek word meaning "means of knowing," is what leads to praxis, which is a practical application of wisdom or knowledge. Aristotle's concept of enpraxia, as emphasized by Nicolini (2012), indicates that praxis entails undertaking things with the objective of executing them properly. As such, the contextual implication of the theory is that actors within NPS require wisdom, knowledge, and objectivity to strategically apply the four social practices for the institute top realize favorable performance.

The strategic aspect in the application of the four social practices is supported by the Aristotle's description of practical wisdom as a cognitive orientation of an individual towards justice and nobility with the view of benefitting humanity. Such a mind is

concerned with both human and nonhuman creatures, as well as how actual decisions can be made. Anyone with practical insight, he continued, engages in fruitful discussion and actions to further practical goals (Nicolini, 2012). The practical goal in this context refers to better performance of the NPS.

2.2.3 System Theory

Ludwig von Bertanlanffy pioneered this concept in 1956. According to the theory, an organization's environment profoundly affects its structure and activities (Harvey, 2005). Although the theory perceives an organization systemically, it regards a system as a collection of various components that work together to generate a single result. For instance, the NPS is made up of different departments and personalities that work towards achieve the common goal of internal national security. Therefore, the NPS needs to be structured in a way that facilitates seamless and synergized operations of all its components.

The theory views institutions and organizations structurally, socially, and organically, and interprets its functionality as comprising problematic internal and external ecosystems. The organization's internal structures, practices, and people resources are all part of the internal environment. Other stakeholders such as the federal and state governments, citizens, and suppliers are included in the external environment.

The open systems theory's proponents contend that both external and internal environmental conditions have an influence on organizational performance. Therefore, a synergy of operations in every division of the institution can lead to higher performance. Sound leadership and a functional organizational structure provide a synergy in operation. Since police personnel are the main providers of

services in organizations like the NPS, the hierarchy and leadership must prioritize the establishment of ethical aspects such as justice and professionalism (Worrall & Kjaerulf, 2019).

2.3 Empirical Review

The NPS's several independent variables, such as leadership styles, organizational structures, professionalism, and organization politics, are covered below:

2.3.1 Leadership Style and Organizational Performance

A descriptive study on how leadership philosophies affect the performance of NSE listed commercial banks was done by Muchiri and Hazel (2019). By stratified random sampling, 88 heads of department (HODs) and their aides were chosen as the target group. Primary data was obtained using surveys. Multiple regression and correlation analyses underpinned inferential statistics while percentages, standard deviation and mean informed descriptive statistics. NSE found a strong correlation between the profitability of commercial banks and transformational, transactional, participative, and situational leadership. The study highlights relevant link between leadership styles and performance of commercial banks in Kenya, as measured through financial profitability. However, the study lacks the contextual application of the leadership style within the security sector as intended in the current study. This provides a contextual gap that is addressed by the findings of the current study.

In Kenya's Kirinyaga County, a study investigated the correlation between leadership philosophies and Sacco performance (Ngetich & Muchemi, 2017). The target audience was made up of 353 non-management employees working in 4 Saccos in Kirinyaga County. An algorithm for stratified random sampling was used. Utilizing

surveys, descriptive statistics and multiple regression analysis, data was gathered and analyzed. According to the study, relationship transactional style of leadership had a weaker positive profound impact on performance as opposed to transformational leadership, which had a stronger positive significant effect. Whereas the literature provides critical and relevant knowledge on leadership style and performance, it is primarily based on Saccos. The fact that Saccos operate in a different environment from NPS, there is an industrial and contextual gap that is addressed in the current study.

Ngaari (2019) assessed the influence of leadership styles on the performance of Kenyan parastatals. The headquarters of the Kenya Power and Lighting Company was selected as the case study. The senior and mid-level management and support staff made up the target population. A total of one hundred and twelve (112) workers were included, and thirty-four (34) respondents made up the sample size, representing 30% of the population. To ensure that all research strata took part, the researcher settled on stratified random sampling. The researcher used a descriptive research design. Data collection was done through questionnaires, while analysis employed quantitative and qualitative approaches. The study established that the leadership philosophies of democratic, facilitative, and transactional influence organizational performance in Kenyan parastatals.

2.3.2 Organizational Structure and Organizational Performance

An inquiry into the relationship between organizational structure and performance was done by Nene and Pillay (2019). Their data analysis employed both descriptive and inferential statistics. Results showed a correlation between the study's true goal and its constituent parts, as well as proof of the organizational structure's inefficiency.

The respondent's lack of job satisfaction was thought to be a result of the structure's inefficiency.

The research conducted by Mon (2019) looked at how organizational structure impacted performance in businesses in the industrial sector. A questionnaire was used to collect the data. The results showed that technology and formalization have a considerable impact on an organization's performance, but organizational structure positively and non-significantly impacts complexity and hierarchical variables.

Ogbo et al. (2015) examined the effectiveness of a sample of service and technical companies in Nigeria through a descriptive survey approach. Etisalat, the Enugu Regional Office, and Innoson Nigeria Ltd. served as its principal bases of operations. They used both primary and secondary data. According to the study, decentralization increased better and more informed decision making in Nigerian Technical and Service Firms.

2.3.3 Professionalism and Organizational Performance

A combination of correlation strategy and the descriptive-survey approach were used by Khayatmoghadam (2020) to investigate how professional ethics impact performance within organizations. Five thousand (5000) employees from the Mashhad Municipality participated in the survey. The researcher used Morgan's table to select a sample of 357 staff by way of stratified random selection. Data was gathered using questionnaires and analyzed through linear structural relations (LISREL) and non-linear regression methods. According to the results, the correlation between organizational success and professional ethics is not only positive but also strong.

Rulandari (2017) looked into the relationship between professionalism and performance in the East Jakarta's social affairs department. Fifty (50) participants were recruited from a study population of 156 staff members, using a quantitative descriptive approach. The tool for gathering data was a questionnaire. The findings showed that supervision and professionalism affect organizational performance and cultivate causal relationships independently and in combination.

In their study from 2021, Ezeanyim and Ezeanolue investigated the efect of professionalism on organizational performance in South-East Nigerian manufacturing enterprises. It used a descriptive research approach. Four thousand eight hundred seventy-one (4871) workers from certain manufacturing companies in the South-East made up the study group. The Borg and Gall algorithm was used to choose a sample size of 936 people. A questionnaire was used as the primary data collection tool and the data was analyzed using frequency counts, panel regression analysis and percentages. In South-East Nigeria, it was discovered that an ethical environment significantly improved organization performance.

2.3.4 Organizational Politics and Organizational Performance

While looking into the correlation between organizational politics and performance, Olorunleke (2015) adopted survey study approach to generate data from 152 employees. The respondents were chosen using a basic random selection technique. Using correlation analysis, the researcher evaluated the direction and profundity of how the variables relate to test the proposed hypothesis. The analysis's findings suggested a link between organizational politics and the attainment of organizational objectives and harmony among a company's functional areas. Thus, it was determined

that making an effort to create a workplace devoid of politics can improve organizational performance.

Angasisye (2019) used a case study of Diamond Trust Bank to investigate how organizational performance is defined by organizational politics. The research method used was inductive. There were five hundred and twenty-five (525) employees working at headquarters, making up the population. Fifty (50) volunteers were randomly chosen for the study's sample size. Data was gathered using interviews and questionnaires. Organizational politics and performance are substantially correlated, according to the research. The political culture within the company has a significant impact on its performance.

In their 2019 study, Okeke and Mbah looked at how organizational politics affected employee performance at a few higher institutions in Nigeria's Anambra State. A survey research strategy was used. The total number of respondents was five thousand, four hundred and three (5403). Through multiple regression analysis, the researchers tested the hypotheses and observed a connection between cultural belligerence and organizational performance in the institutions of higher learning that were examined. Promotions, wages, and religious diversity were all favorably correlated with worker performance.

2.4 Research Gaps Summary

Review of relevant literatures was summarized as presented in table 2.1 alongside the research gaps which were identified;

Table 2.1: Literature Summary and Research Gaps

Author	Study Title	Observation	Gap	Current study focus
Muchiri and Hazel (2019)	Leadership styles' effect	Performance of commercial banks	The study focused on	The study's focus was the

		and transactional leadership showed a substantial positive correlation.	NSE listed commercial banks	NPS while the case study was the Central Police Division in Nairobi.
	on organizational performance	transformational, transactional, participative, and situational leadership showed a substantial positive correlation.	NSE listed commercial banks	NPS while the case study was the Central Police Division in Nairobi.
Ngetich and Muchemi (2017)	Relationship between performance and leadership styles.	Transactional leader ship had a negligible positive significant influence on performance.	Saccos in Kirinyaga County, Kenya were focused on	The study's focus was the NPS while the case study was the Central Police Division in Nairobi.
Ngaari (2019)	Leadership styles on organizational performance	Leadership styles such as democratic, facilitative, and transactional have an impact on how well an organization performs.	The study was a case of Kenya power and lighting	The NPS while the case study was the Central Police Division in Nairobi.
Nene and Pillay (2019)	Effect of organizational structure on the success of manufacturing firms.	An ineffective organizational structure undermines job satisfaction	Used cluster sampling, it's prone to higher sampling error	Used stratified sampling, compared to a cluster sampling, it provides greater precision
Mon (2019)	Effect of organizational structure on the performance of manufacturing firms.	Organizational performance is positively but not prominently impacted by organizational structure in terms of characteristics and complexity of hierarchical factors	A case design was employed. Few cases offering little basis for reliability establishment was used	Employed a descriptive survey research design, enables detailed analysis as large data amount is collected
Ogbo *et al.* (2015)	How organizational performance is impacted by structure	Impact of structure on organizational performance	Used qualitative data	The study used quantitative data

Khayatmoghadam (2020)	Effect of professional ethics on organizational performance.	Organizational performance and professional ethics associated significantly	Purposive sampling method empoyed, findings are not suitable for generalization due to the small sample.	Respondents were represented using stratified sampling.
Rulandari (2017)	Professionalism on organizational performance	Positive influence of supervision and professionalism on organizational performance	Utilized exploratory case study, findings provided are not conclusive because of the small sample	Descriptive survey research design, yields rich data leading to important recommendations in practice
Ezeanyim and Ezeanolue (2021)	Professionalism on organizational performance	There is a positive correlation between ethical climate and organizational performance	Manufacturing firms in South-East Nigeria	The study focused on the NPS, with the Central Police Division in Nairobi as the case study.
Olorunleke (2015)	Organizational politics on organizational performance	Organizational politics and organizational goals achievement related negatively	Researcher employed a survey research design	A descriptive research design was selected.
Angasisye (2019)	Politics and organizational performance	There is a profound link between organizational performance and organization politics.	Case study of Diamond Trust Bank.	The study was a case of the NPS, with the Central Police Division in Nairobi as the case study.

2.5 Conceptual Framework

The conceptual framework, which is displayed in Figure 2.1, schematically summarizes the link between police performance and institutional social conventions.

Independent Variables

Leadership styles
- Social disposition of the leader
- Transformational premise

Organizational structures
- Speed of decision-making
- Internal bureaucracies and challenges
- Efficient information exchange

Professionalism
- Adherence to social ethics
- Accountability
- Knowledgeable

Organizational politics
- Fairness
- Equity
- Justice

Dependent Variable

NPS Police Performance
- Reduced crime rate
- Reduced police response time
- Positive public perception

Intervening Variables
- Resources availability
- Legal regulations

Figure 2.1: Conceptual Framework

Source: Researcher (2021)

Performance of the Kenya National Police Service was conceptualized as a product of strategic social practices within the police service. The strategic social practices include the leadership styles being employed by members of the police management, organizational structure of the institution, level of professionalism and organizational politics within the police unit. The above social practices were gauged by different social metrics as shown in Figure 2.1. For instance, leadership styles as a social

27

practice was measured on the leaders' social orientation and transformational tendency. Metrics of organizational structures included in-house bureaucracies and challenges, efficiency of information transfer, and decision-making speed in the police service. The police officers' adherence to social ethics, accountability, work and social knowledge was used to assess their level of professionalism. On the other hand, organizational politics was assessed on the police officers' perception of how their supervisors or administrators handle employees' welfare in terms of justice, fairness, and equity. The four social practices and performance constituted the formed the study's independent and dependent variables, respectively.

Kenya National Police Service's performance was measured in terms of crime rate, time taken by police officers' response to security concerns, and public perception of police officers' efficiency in maintaining security in the sampled area. Additionally, the effects of strategic social practices on police performance was understood to be moderated by factors such as resources availability and legal regulations of National Police Service in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section presents the researcher's methodology. The key elements in this chapter consist of an examination of the research design employed, sample size and sampling process, target population, research tools utilized, the implementation plan, and evaluation and presentation of data.

3.2 Research Design

The researcher employed a descriptive research design. According to Mugenda and Mugenda (2003), a descriptive study strategy is characterized by its emphasis on identifying the relationship among variables and trends in the occurrences of the study phenomenon. This research design complements the objective, which was to ascertain the dynamic between the chosen variables and performance within the Central Division of the NPS in Nairobi.

3.3 Target Population

The target population constituted 750 law enforcement personnel at the senior sergeant, corporal, and constable, ranks within the NPS, in the specified sequence. The composition of the group consisted of 100 senior sergeants, 150 corporals, and 500 constables, all of whom were from the Central Police Division in Nairobi County, as captured in the table below.

Table 3.2: Target Population

Rank	Number	Percentage
Senior sergeants	100	13.3
Corporals	150	20.0
Constables	500	66.7
Total	**750**	**100**

3.4 Sample Size and Sampling Technique

The officers of Nairobi, Kenya's Central Police Division provided a sample of participants. To find study participants, a purposive sampling technique was used. The researcher preferred the aforementioned sampling technique since it allowed for the selection of a particular response group with sufficient understanding of the study issue. Members of the public who are expected to be less knowledgeable about the subject were purposefully left out, as suggested by Kothari (2004). According to Saunders (2009), who recommended a sample size of between 10% and 30% in social science research, a sample size of one hundred and fifty (150) participants – or 20% of the targeted population – was calculated. Table 3.3 provides the results of the calculation.

Table 3.3: Sample size

Rank	Number	Sampling %	Sample size
Senior Sergeants	100	20%	20
Corporals	150	20%	30
Constables	500	20%	100
Total	**750**	**20%**	**150**

3.5 Data Collection Instrument

Data sources were derived from primary and secondary materials. The questionnaires, which respondents administered to themselves, provided primary data while desktop research and publications supplied secondary data. The surveys consisted of four components, wherein two sections were set aside for collecting data on social conventions while the remaining two sections focused on the examination of factors that impact the effectiveness of NPS. The queries were constructed in consideration of

the measurement of variables on both interval and nominal scales. The level of consent expressed by the participants towards the concepts under consideration was assessed using a Likert scale consisting of five points, ranging from 1 (indicating "inconsistent") to 5 (showing "consistent"), as adopted by the researchers (Likert, 2003). In addition, the researcher effectively gathered qualitative data by employing semi-structured questions integrated within the questionnaire. Cooper and Schindler (2003) propose that questionnaires are a recommended approach for data collection, as opposed to interview schedules or focus group sessions. Academic researchers argue that questionnaires enable sourcing of honest and straightforward data from participants who may be hesitant to reveal their thoughts or emotions in the presence of a researcher or other individuals. Questionnaires were selected because they enable collection of latest information and data that other tools may not capture (Cooper and Schindler, 2003).

3.6 Pilot Study

As stated by Orodho (2005), piloting refers to a preliminary assessment conducted with a few respondents to gauge the efficacy of questionnaires and weed out any potential shortcomings prior to the main data collection process. A pilot study employs a sample (N) representing virtually 10% of the total study population, and the individuals within the sample share similar features (Mugenda & Mugenda, 2003). In this regard, a total of fifteen (15) questions were administered as a pilot study inside the same organization, but these questionnaires were ultimately excluded from the final analysis.

3.6.1 Validity of research instrument

Validity was assured by involving and consulting professionals and peers in the field of investigation. The research instrument was presented to peers and experts to

demonstrate its construct and content validity and verify that the items adequately represented the subject matter as recommended by Kothari (2004).

3.6.2 Reliability of research instrument

According to Ngechu (2004), reliability pertains to the degree to which a research instrument consistently yields dependable outcomes when administered to a comparable group of participants over an extended duration. The quantitative validation of the instrument's reliability status was conducted by assessing the Cronbach Alpha coefficient (α), as reported by Komperda et al. (2018). The researcher emphasized that a Cronbach Alpha value of 0.60 is considered to be sufficiently reliable for the purposes of conducting sociological research.

The investigator selected a cohort of participants that was comparable in order to participate in the initial phase of this study. Reliability of question order, language use, and instrument development was assessed by way of a pilot study. Following this, the questionnaire was suitably modified to optimize the effectiveness and precision of data collection in the course of the empirical investigation. Table 3.4 presents the outcome of the reliability test.

Table 3.4: Outcome of Reliability Tests

Variable	Cronbach's Alpha Test	Conclusion
Leadership style	0.785	Acceptable
Organizational structure	0.812	Acceptable
Professionalism	0.703	Acceptable
Organizational politics	0.832	Acceptable
Performance	0.856	Acceptable
Mean score	**0.798**	Acceptable

Source: Pilot Study (2021)

According to the above results, the average alpha value of 0.798 shows that the study instrument had a higher reliability.

3.7 Data Analysis and Presentation

After sorting the questionnaires, the answers were processed to guarantee accuracy and consistency. The quantitative data was analyzed using the inferential and descriptive statistics of SPSS, such as means.

The regression model was formulated as below:

$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$

Where:

Y = Performance of NPS

$X_1 - X_4$ = Independent variables (Organization Structure, Organization Politics, Professionalism, Leadership Styles)

β_0 = constant (y intercept)

$\beta_1 - \beta_4$ = coefficient of the independent variables

ε = error term

The researcher employed content analysis to scrutinize qualitative data. The information was displayed in a prose form for interpretation using pie and bar charts, tables, and graphs. The responses were presented and discussed based on the research objectives.

3.8 Data Collection Procedure

Structured questionnaires, comprising structured and unstructured questions, facilitated sourcing of primary data vis-à-vis the research objectives. The Likert scale was used in the structured questions to gauge how participants felt about the various performance-related possibilities. Each participant completed a self-administered questionnaire, which was then selected after two weeks for coding and data analysis.

3.9 Ethical Consideration

The investigator ensured that the principles of due diligence were followed consistently throughout the whole research procedure. Prior to commencing data collecting in the field, it was imperative to adhere to the necessary procedures, which included acquiring the appropriate documents, authorization letters, and permits from the relevant authorities. The researcher adhered to the ethical responsibility of maintaining the confidentiality of the acquired data by treating the respondents' information with utmost care. Each participant was adequately informed about the researcher's dedication to maintaining confidentiality by not disclosing any superfluous information to a third party. The implementation of these ethical standards was also intended to promote a significant level of integrity and cooperation among participants, so encouraging their willingness to submit the necessary information.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter provides the findings of the data analysis as well as suitable interpretations of the same findings. The results are given in accordance with the predetermined objectives as outlined in the initial chapter of the research.

4.2 Response Rate

Analysis of the response rate was crucial in determining the dependability of the study's conclusions. The analysis took into account the proportion of the actual respondents who participated in the study relative to the total sample size initially proposed during the study's inception. The analysis is shown in Table 4.5.

Table 4.1: Analysis of Rate of Response

	Population	
Category	**F**	**%**
Received response	121	80.67%
Non-response	29	19.33%
Total	**150**	**100%**

Source: Survey Data (2019)

Table 4.5 states that one hundred and twenty-one (121) (80.67%) of the 150 questionnaires which were given to the sampled participants were duly completed and collected. This was interpreted as 80.67% response rate. As such, the study had acceptable response rate since it was above the 50% threshold as recommended by Mugenda and Mugenda (2003).

4.3 Demographic Analysis

4.3.1 Gender

Participants were instructed to specify their gender. This was necessary to assess the degree to which the participants sufficiently represented male and female genders. Figure 4.2 presents the percentage distribution of the respondents categorized by gender:
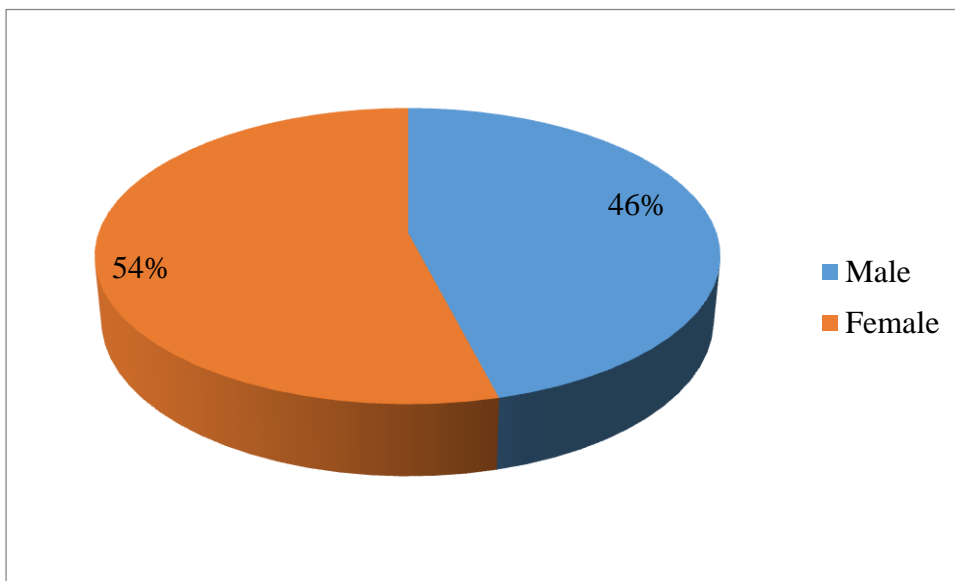
Figure 4.1: Distribution of respondents by gender
Source: Survey Data (2021)

According to Figure 4.2, a large proportion (54%) of the respondents participants were male; females made up the remaining 46%. Therefore, both genders were adequately reprsented and the parity may be interpreted to imply that male police officers were more than female officers in the NPS. Nevertheless, the above statistics indicates that the study was assured of getting substantial views on the reseach topic from both genders. Weber (2009) argued that gender is a significant factor in information accumulation with respect to issues of individuals' opinions and perceptions.

4.3.2 Age

The aspect of participants' age was also analyzed to establish distributions of participants by age. Table 4.6 present the information:

Table 4.2: Age

Years	F	%
21 -30	20	17
31- 40	25	21
41 – 50	33	27
50 and above	43	36
Total	**121**	**100**

Survey Data (2019)

The findings demonstrate that, respondents' larger part (36%) are the individuals aged 50 years and above followed by 41-50 years at 27% of the participants. The third largest group (21%) of respondents were 31-40 years while the smallest group (17%) of the respondents comprised those between the ages of 21 and 30. This suggests that older police officers outnumber the young ones. However, the statistics show that the sampled respodents were adequately representative across the ages and the study's findings are likely to bear input from every age bracket.

4.3.3 Academic Background

The study examined the composition of the participants in terms of their highest academic qualification. Figure 4.3 presents the results in a histogram.
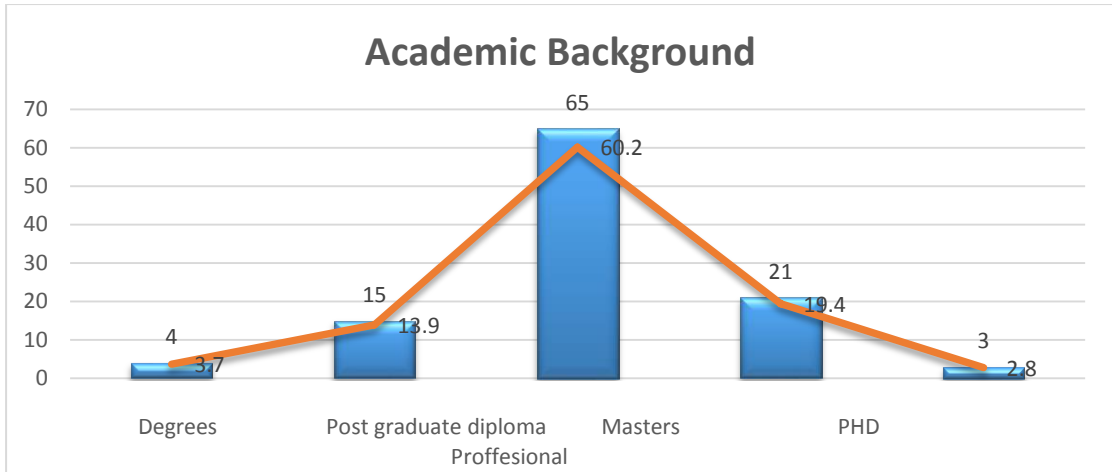
Figure 4.2: Academic Background

Source: Survey Data (2019)

From the results, majority, 65 representing 60.2% of the participants held master's degrees or were enrolled for the same. The second largest group, 21 representing 19.4% of the respondents were either PhD graduates or were enrolled for the same. The third largest group, 15 representing 13.9% of the respondents were holders or were pursuing post graduate diploma programs while 4 representing 3.7% of the respondents were either graduates of bachelor's degree or enrolled in the same. The smallest group 3 representing 2.8% of the respondents were either enrolled in professional programs or had completed a professional course. The results show a fair distribution of the participants in terms of their academic qualifications and guaranteed the study diverse perspectives on the study objectives and findings.

4.3.4 Employment Duration at Present Capacity

The respondents' work experience was a significant factor in evaluating their ability to provide dependable information on the research topic. Therefore, the study sought analyze the composition of the participant in terms of years in which they have been

employed in the position they were occupying at the time of the current research. Figure 4.4 below has the outcomes:

DURATION AT CURRENT CAPACITY

Category	Percentage
9 - 10 years	11.1%
6 - 8 years	23.1%
4 - 5 years	46.3%
1 - 3 years	19.4%
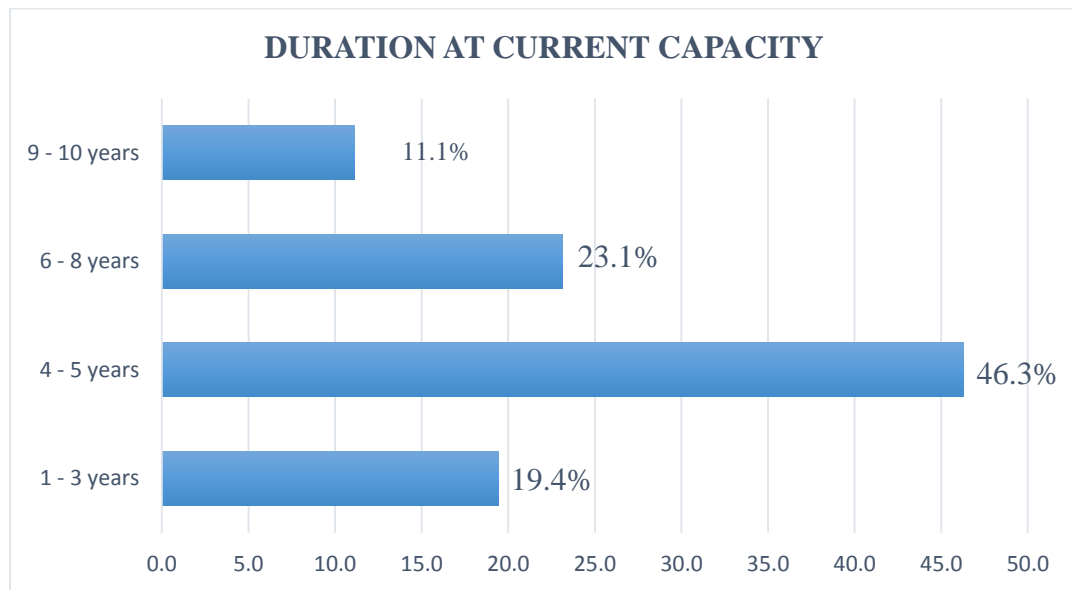
Figure 4.3: Duration at current capacity

(Survey Data, 2021)

The data indicates that a majority of the participants, specifically 46.3%, possessed a job experience ranging from 4 to 5 years. A total of 23.1% of individuals have held their current positions for a duration ranging from 6 to 8 years. The third group comprised 19.4% of the participants who possessed a job experience ranging from 1 to 3 years, while 11.1% of the respondents reported the highest level of work experience, specifically 9 to 10 years. The analysis suggests that the participants possessed sufficient expertise to offer dependable information pertaining to the subject matter of the study.

4.4 Descriptive Analysis

Using descriptive analysis, the prevailing strategic social practices in NPS were ascertained. The analyses are presented according to the research objectives;

4.4.1 Leadership styles

The first study objective was to examine leadership style's influence on NPS' performance. The participants were asked to state, on a scale of 1-5, how much they approved or disproved of multiple statements about their bosses' or supervisors' leadership tendencies. The scale was calibrated as: 1= Strongly Disagree, and 5= Strongly Agree. The ratings of the respondents were analyzed to get the mean rating for each statement and standard deviations as displayed below;

Table 4.3: Leadership Styles

Statement		Mean	Standard Deviation
A	My boss treats me and my colleagues with dignity	3.10	1.90
B	My boss listens and considers my ideas about work	4.25	0.75
C	My boss creates opportunities for my career growth	4.85	0.15
D	My boss challenges me go an extra mile at work	3.82	1.18
E	My boss cares about my social welfare	4.12	0.88
F	My boss is honest with me and my colleagues	3.95	1.05
G	My boss trusts me and allows to make some decisions	3.24	1.76
H	My boss provides me with all the necessary information and material resource to undertake my assignments	4.15	0.85
I	My boss engages members of the public frequently	4.64	0.36
J	My boss recognizes my potential	3.75	0.25
K	Evaluation of my performance is always transparent	4.31	0.68
L	My boss' style of leadership affects my work performance	4.72	0.28
	Aggregate score	**4.08**	**0.92**

Source: Survey Data (2021)

The 4.08 aggregate mean score and 0.92 standard deviation in Table 4.3 of the data demonstrate that participants agreed that leadership style influences NPS performance. This result is consistent with research by Muchiri and Hazel (2019),

who looked at how leadership styles affected the performance of NSE-listed commercial banks and discovered a strong positive correlation between those banks' results and participative, situational, transactional, and transformational leadership.

According to the mean scores of 4.85, 4.72, and 4.64 with corresponding standard deviations of 0.15, 0.28, and 0.36, the respondents strongly agreed with the statements that their boss frequently engages the public, their boss' leadership style influences my work performance, and their boss creates opportunities for my career growth. The aforementioned discovery aligns with the research conducted on the correlation between leadership style and the success of Sacco organizations in Kirinyaga County (Ngetich & Muchemi, 2017). The researchers discovered that the influence of relationship transactional leadership on performance was moderately favorable and statistically significant, but the impact of transformational leadership was highly positive and statistically significant.

The respondents agreed with the following statements: My performance evaluation is always open and transparent; My boss cares about my social welfare; My boss gives me all the information and resources I need to complete my assignments; My boss listens to and takes into account my ideas; My boss is honest with me and my coworkers; My boss pushes me to go above and beyond at work; My boss sees my potential as demonstrated by mean agreement of more than 3.50. This result is consistent with Ngaari's (2019) study, which examined how leadership styles affect the organizational performance of Kenyan parastatals. The study found that democratic, facilitative, and transactional leadership styles affect the performance of Kenyan parastatals.

According to the respondents' moderately high 3.24 and 3.10 mean scores with corresponding 1.76 and 1.90 SD, and their boss's moderately high trust in them and permission to make some decisions, as well as their boss's treatment of them and their coworkers with dignity. This finding is different from those reported by Muchiri and Hazel (2019), who identified a statistically significant positive relationship between the performance of NSE-listed commercial banks and various leadership styles, including participative, situational, transactional, and transformational leadership.

4.4.2 Organization Structure

The study investigated the correlation between organizational structure and the performance of the NPS as its secondary purpose. Participants were indicated their level of agreement or disagreement with several assertions pertaining to the organizational framework of their institution using a 5-point scale. The scale was calibrated with a range from 1, representing "Strongly Disagree," to 5, representing "Strongly Agree." The ratings provided by the respondents were subjected to analysis in order to determine the mean rating for each statement, as well as the standard deviations. The results of this analysis are presented below:

Table 4.4: Organization Structure

Statement		M	SD
A	The firm has a well-structured organogram	4.25	0.15
B	Our roles within CPD are clearly defined	4.32	0.21
C	There is too much bureaucracy within CPD	4.16	0.13
D	The process of making decisions in CPD is very long	3.87	1.13
E	Every actions of a police officer must follow a formal standard	4.30	0.70
F	Officers at lower ranks are allowed to make certain decisions in relation to daily operations	4.11	0.89
G	CPD do not apply too much regulations and rules to its police officers	3.14	1.86
H	CPD has blurred internal boundaries allowing easy association with various organizational departments and units	3.18	1.82
I	The current organizational structure of CPD facilitates better performance of police officers.	3.19	1.81
	Aggregate Score	**3.58**	**1.42**

Field Data (2021)

The findings, as laid out in Table 4.4, show that participants expressed consensus regarding the impact of organizational structure on the performance of the NPS. This is evident from the overall average score and standard deviation of 3.48 and 1.42, respectively. The findings are consistent with the research conducted by Nene and Pillay (2019), which studied the effect of organizational structure on performance and its potential association with diminished work satisfaction among respondents.

The respondents agreed on the statements that: their roles within CPD are clearly defined, every actions of a police officer must follow a formal standard, the organization has a well-structured organogram, there is too much bureaucracy within CPD, officers at lower ranks are allowed to make certain decisions in relation to daily operations and that the process of making decisions in CPD is very long as shown by mean score of 4.32, 4.30, 4.25, 4.16, 4.11 and 3.87 with respective standard deviation

of 0.68, 0.70, 0.75, 0.84, 0.89 and 1.73. This is in line with Mon's (2019) investigation of the influence of organizational structure on the performance of manufacturing firms, which found that complexity and the nature of hierarchical variables were positively and insignificantly impacted by organizational structure while technology and formalization had a prominent adverse effect on company performance.

The participants expressed a moderate level of agreement regarding several aspects of the current organizational structure of the CPD. They indicated that this structure contributes to improved performance among police officers. Additionally, they noted that the CPD has flexible internal boundaries, which allows for easy collaboration across different departments and units. Furthermore, the participants observed that the CPD does not impose excessive regulations and rules on its police officers. These findings are supported by mean scores of 3.19, 3.18, and 3.14, and standard deviations of 1.81, 1.82, and 1.86, respectively. The findings of Ogbo, Chibueze, Christopher, and Anthony (2015) are in contrast to the present argument, since they examined the effect of organizational structure on the performance of Nigerian technical and service companies. The research outcomes indicated that the implementation of decentralization strategies facilitated enhanced and well-informed decision-making inside these organizations.

4.4.3. Professionalism and Kenya National Police Service Performance

The third purpose was to probe the link between professionalism and performance of the NPS. The level of professionalism in this study was based on the extent to which police personnel adhered to established codes of conduct and ethical standards during the execution of their tasks. Respondents were instructed to assess their level of agreement or disagreement with several assertions pertaining to their professionalism and performance using a 5-point scale. The scale was calibrated with a rating of 1

representing "Strongly Disagree" and a rating of 5 representing "Strongly Agree." The analysis involved examining the ratings provided by the respondents in order to determine the average rating for each statement. Additionally, the standard deviations for these ratings were calculated and are illustrated in Table 4.5.

Table 4.5: Professionalism

	Statement	M	SD
A	I always adhere to the NPS' codes of conduct while enforcing law.	4.29	0.71
B	I uphold ethical standards when on and off duty	3.59	1.41
C	I treat citizens and my colleagues with dignity	3.45	1.55
D	I am morally and professionally accountable to the citizens and NPS authorities	3.87	1.13
E	Observation professional conducts improves my effectiveness in enforcing law.	4.05	0.95
	Aggregate Score	**3.85**	**1.15**

Source: Survey Data (2021)

The reported results indicate that the participants expressed agreement regarding the effect of professionalism on the performance of the NPS. This is evident from the cumulative mean score of 3.85 and a standard deviation of 1.15. This aligns with the research conducted by Khayatmoghadam (2020), which investigated the influence of professional ethics on organizational performance. The results indicate a strong and favorable relationship between organizational performance and professional ethics.

The participants reached a consensus regarding the following assertions: they consistently adhere to the codes of conduct established by the NPS when carrying out law enforcement duties, their enforcement effectiveness is enhanced through the practice of professional conduct, they possess both moral and professional

45

accountability to both the citizens and the authorities of the NPS, they uphold ethical standards both while on and off duty, and they treat both citizens and colleagues with dignity. These assertions are supported by mean scores of 4.29, 4.05, 3.87, and 3.59, respectively, and standard deviations of 0.71, 0.95, 1.13, and 1.41, respectively. The results indicate that in the social affairs department of East Jakarta, organizational performance was shown to be positively impacted by both professionalism and supervision. These factors were observed to have a simultaneous and partial influence, establishing a causal relationship mechanism. Rulandari (2017) investigated the impact of professionalism on the overall performance of the social affairs' office within a certain city. The participants expressed a moderate level of commitment to treating both citizens and coworkers with respect, as exhibited by an average score and standard deviation of evidenced by a mean score of 3.45 and 1.55, respectively. This finding contradicts the results of a study conducted by a previous study on the impact of professionalism on organizational performance among manufacturing firms located in the South-East region of Nigeria (Ezeanyim & Ezeanolue, 2021). Their study revealed that an ethical climate had a significant positive effect on the performance of organizations in the South-East region of Nigeria.

4.4.4 Organization Politics

The final objective purposed to evaluate the link between organizational politics and the NPS's performance. Table 4.6 presents an examination of the respondents' degrees of agreement with various claims regarding organizational politics and the performance of NPS. Participants were instructed to assess the extent to which they concurred or diverged with the assertions pertaining to their professionalism and performance, utilizing a rating scale ranging from 1 to 5. The scale was calibrated

with a rating of 1 representing "Strongly Disagree" and a rating of 5 representing "Strongly Agree." The ratings provided by the respondents were subjected to analysis in order to determine the mean rating for each statement, as well as the standard deviations.

Table 4.6: Organization Politics

Statement		Mean	SD
A	Decisions at CPD are often influenced by the interest of some powerful individuals	4.34	0.66
B	Assignment of duties and promotions at NPS are done fairly	3.21	1.79
C	Opportunities for career growth are given on the basis of friendship and nepotism	3.65	1.35
D	Witch-hunts and victimizations are prevalent in CPD	4.14	0.86
E	Negative organizational politics hinders performance of police officers	4.25	0.75
	Aggregate Score	**3.92**	**1.08**

Source: Survey Data (2021)

The results are shown in Table 4.6, and the 3.92 mean and 1.08 SD show that participants believed organizational politics affected the performance of the NPS. This is consistent with Olorunleke's (2015) analysis of how organizational politics influenced organizational performance, which found a negative correlation between organizational politics, objective attainment, and functional departmental harmony.

The findings of 4.34, 4.25, 4.14, and 3.65 mean and 0.66, 0.86, and 1.35 SD respectively show that the respondents agreed with the respective statements on NPS' politics. These results support Angasisye's (2019) study, which investigated the dynamic between organizational politics and performance and found a high

correlation between the two. The results demonstrate that the use of politics within the organization has a significant impact on its success.

4.5 Inferential Analysis

Inferential analysis that entailed correlational and regression analyses were performed to establish quantitative relationships between the variables as presented in the following section of the paper;

4.5.1 Correlation analysis

By keeping all other factors constant, the correlation analysis sought to determine the link between the variables. Therefore, each partial correlation coefficient evaluates how the strategic social practices affect NPS performance presented in Table 4.7 below:

Table 4.7: Person Correlation Coefficient

	Performance of NPS	Organizational Politics	Leadership Styles	Organization al Structure	Professio nalism
Performance of NPS	1.000				
Organizational Politics	-.536	1.000			
Leadership Styles	.752	.118	1.000		
Organizational Structure	.467	.128	.247	1.000	
Professionalism	.307	.254	.254	.380	1.000

Source: Survey Data (2019)

If the coefficient of correlation for the four independent variables is higher than 0.5, then the variables are considered to be correlated. One of the items should be excluded from the analysed model in such a case. Each predictor variable was included in the model since, as was shown above; none of them had a correlation coefficient between them of greater than 0.5. Furthermore, the matrix showed a strong association between the predictor factors of professionalism, organization politics,

leadership styles, and organizational structure. The direction and strength of the link between the NPS's performance and each of the four institutional social conventions are displayed in the first column in Table 4.7. The analysis shows that performance and every aspect of organizational social behavior are positively correlated, with the exception of organizational politics, which are negatively correlated. It is significant to notice that the strongest association is between leadership style (0.752), organizational politics (-0.536), organizational structure (0.467), and professionalism (0.307). These numbers imply strong connections between strategic social practices and NPS performance. However, as shown in the next regression analysis section, further investigation of the relationship is required to determine its relevance.

4.5.2 Regression analysis

The study used multivariate regression analysis to establish the respective weights assigned to the four variables in relation to NPS performance.

Below is the regression model:

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$$

Where:

Y= Performance of NPS

X_1 - X_4= Independent variables (Organization Structure, Organization Politics, Professionalism, Leadership Styles)

β_0 = constant (y intercept)

$\beta_1 - \beta_4$= coefficient of the independent variables

ε = error term

Model Summary

The regression model was put to the test to see if it could adequately explain the connection between the four strategic social behaviors and NPS performance. The model is summarized in Table 4.8.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.918(a)	.843	.805	.51038	.843	1.242	2	140	.000

∗Dependent Variable: performance of NPS (**Source: Survey Data, 2021**)

The determination coefficient (the proportion of variance in the NPS's performance attributable to variations the NPS' strategic social practices) was indicated by the R2 = 0.843; P = 0.000, according to Table 4.12. This means that 84.3 percent of performance is influenced by organizational structure, organizational politics, professionalism, and leadership styles. The model was deemed to be sufficiently acceptable since the model could rationalize more than 80% of the variance in the performance of NPS. Other factors other than the institutional social conventions examined in the present study contributed just 15.7% of the variability. The p –value of 0.00 demonstrates the presence of a significant relationship between the performance of the NPS and institutional social conventions. Therefore, it is necessary to reject the null hypothesis that there is no connection between institutional social conventions and the NPS's performance.

Coefficients of Regression Analysis

Table 4.9 lists the coefficients of the predictor factors (leadership style, organizational structure, organizational politics, and professionalism) along with their individual effects on NPS performance.

Table 4.9: Coefficient of Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.260	.460		0.565	.231
Leadership Styles	.170	.045	.300	3.778	.000
Organization Structure	.051	.023	.113	2.217	.002
Organization Politics	-.131	.048	-.254	2.729	.001
Professionalism	.048	.022	.093	2.182	.000

Dependent Variable: performance of NPS (**Source: Survey Data, 2021**)

Since none of the four independent variables had a p-value exceeding 0.05, the regression analysis in Table 4.9 shows that all of them had statistically significant correlations with NPS performance. The values in the Beta column represent each variable's influence factor and are expressed as follows according to the previously developed model:

$$Y = 0.260 + 0.170X_1 + 0.51X_2 - 0.131X_3 + 0.048X.$$

Since Y stands for the NPS's performance, the model predicts that if all four variables are scored as zero, the NPS's performance would be at 0.260 units. Otherwise, it was determined that leadership style had the largest impact (0.300) on the NPS's performance. This suggests that if the NPS improves its leadership style by one unit, it will probably increase performance by 0.300 units. The second but more detrimental is the effect of organizational politics (-0.254) on the NPS's performance. The performance of the NPS is expected to decline by 0.254 units for every unit increase in internal politics, and the opposite is true for the other two factors. Professionalism and organizational structure both exhibited individual effects of 0.113 and 0.093 units. Professionalism thus appears to have the least impact on the effectiveness of police officers. The impartiality of the police service and the methods used to evaluate police officer performance may help to explain this. The quantity of arrests and crime events

are two frequent metrics used to assess police performance. These measures don't evaluate the performance of the police officers in a professional manner.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The section highlights the summary, conclusions, recommendations and ideas for additional research.

5.2 Summary of Findings

This study examined the relationship between strategic social practices and how they can strategically influence performance of NPS. Literature was reviewed, analysis done conclusions made on study objectives; Organizational structure and politics, professionalism, and leadership philosophies. Summary of findings is presented below.

5.2.1 Leadership Styles and the NPS's Performance

The first objective was to ascertain how leadership styles affect NPS' performance. Results from descriptive and inferential analysis show that leadership style significantly influences NPS performance. Regression analysis revealed that leadership style had the greatest influence (0.300) on NPS performance and p= 0.000. The respondents' boss engages members of the public frequently, their boss' style of leadership affects my work performance, their boss creates opportunities for my career growth, evaluation of my performance is always transparent, their boss cares about my social welfare and that their boss provides them with all the necessary information.

5.2.2 Organization Structure on the NPS Performance

Objective two was to assess how organization structure affect NPS' performance. There was uncertainty among the study participants on whether organization structure of NPS affected their performance. The descriptive analysis revealed a 3.19 mean rating and 0.21 Std. Dev. However, correlational and regression analyses showed that were statistical relationships between organization structure and NPS performance. Respondents' roles within CPD are clearly defined, every actions of a police officer must follow a formal standard and that the organization has a well-structured organogram, there is too much bureaucracy within CPD.

5.2.3 Professionalism on the NPS Performance

Objective three was evaluating influence of professionalism on NPS performance. Professionalism as a strategic social practice had a positive though the least influence on NPS performance. The study respondents stated that their effectiveness is likely improve if the conduct their operations professionally. However, the inferential analysis revealed that professionalism as a predictor variable had Pearson Correlation of 0.307 and beta coefficient of 0.093 (p=0.000). This indicates that the influence of professionalism on NPS performance was relatively minimal compared to the other three strategic social practices. They always adhere to the NPS' codes of conduct while enforcing law, observation professional conducts improves their effectiveness in enforcing law.

5.2.4 Organization Politics on the NPS Performance

The other objective was to determine organization politics' effect on the NPS performance. Organizational politics was revealed through inferential analysis as the strategic social practice with second highest influence on the performance of NPS. The respondents expressed agreement (M = 4.25; SD = 0.15) that negative

organizational politics hinder performance of the NPS. Organizational politics had a statistically significant negative impact of -0.254 (p= 0.001) on NPS performance. Therefore, an increase on organization politics is likely to result to a decline in the NPS performance. Decisions at CPD are often influenced by the interest of some powerful individuals, negative organizational politics hinders performance of police officers, witch-hunts and victimizations are prevalent in CPD and that opportunities for career growth are given on the basis of friendship and nepotism.

5.3 Conclusion

According to the study's findings, the primary attitude or belief that affects leadership style is how employees see their roles as managers vs subordinates. Leadership styles often reflect the persistent thought patterns of superiors regarding specific groups or their subordinates. Depending on the leadership style, a leader assumes the duty of coaching employees. Employee perceptions of their manager are influenced by the manager's education level, experience, and knowledge.

The study finds that work routine has both good and bad effects on productivity, limited control span and efficiency have a positive relationship, and effective decision making is improved by decentralization. Organizational structure increases operational efficiency by giving workers at all corporate levels clarity. More centralization will lead to tighter managerial control, and formalization of the degree to which tasks are standardized and guided by rules is most likely to increase the effectiveness of individual operations.

The study comes to the conclusion that professionalism, which ensures proper handling of disagreements, fosters a respectful society. Boundaries are readily defined, and experienced staff members resolve minor difficulties quickly and courteously. A professional setting fosters respect for coworkers and clients and aids

in preventing improper or disrespectful individual conversations. The level of respect for a business partnership or client is demonstrated when an employee maintains a professional demeanor in the face of improper statements from the other side. According to the study's findings, employees are driven by the desire to avoid having their interests compromised by organizational politics. Organizational politics may be used to combat employee indiscipline. Employees may be persuaded about the goals and ambitions of the organization through the presence of political influence. The employer, or management may recognize and respect an employee's aspirations and hopes.

5.4 Recommendations

The study suggests that the national police service should adopt both transactional and transformative leadership approaches in order to effectively harness the potential of its workforce. This can be achieved by involving employees in decision-making processes and creating a welcoming environment for new ideas, which can contribute positively to the overall performance of the organization. It is imperative for leaders to possess an understanding of how people perceive different leadership styles in order to effectively align organizational objectives. Hence, it is imperative to ensure equitable treatment of employees, as not all management styles are suitable for every level of employee.

The report proposes that the national police agency should consider implementing an organizational structure that is efficient, straightforward, and widely recognized and approved. In order to enhance the decision-making process, it is recommended that organizations adopt more decentralized structures. This would involve empowering employees to be more innovative in their approach to both routine and non-routine tasks. Additionally, managers should combine both routine and varied tasks when

organizing employees, in order to maximize the benefits of task assignment in both systems. The study suggests that individuals within the national police force should adhere to workplace standards and regulations by diligently adhering to all established rules, fulfilling all assigned projects and responsibilities, and comprehending the specific requirements placed upon them. Acquire the capacity to assume responsibility for one's verbal expressions, behaviors, and eventually, professional productivity. It is advisable to seek assistance when one is uncertain about the appropriate course of action in a given situation. Additionally, it is imperative to consistently adhere to the established policies of the organization and promptly report any instances that deviate from those policies.

The study suggests that the delegation of tasks should be based on employees' academic accomplishments, areas of expertise, and personal interests. Transparency should be upheld in all levels of political reduction. It is imperative for employees to possess a comprehensive understanding of the organization's aims and goals, and to exert diligent effort towards their attainment. It is imperative that uniform organizational policies be implemented for every individual. The promotion and encouragement of teamwork is essential in fostering tighter relationships and cultivating positive interpersonal dynamics among employees.

5.5 Recommendations for Further Research

The primary aim of this study was to examine the strategic impact of organizational social practice on the performance of the Kenya National Police Service (NPS). The conceptualization of the strategic social practice encompassed various aspects, including leadership styles, organizational structure, professionalism, and organizational politics. Hence, it is recommended that additional research be conducted to explore other conceptualizations of corporate social practice.

Furthermore, it is possible to conduct further research that examine alternative study contexts beyond the scope of the Kenya National Police Service.

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APPENDICES

Appendix I: Introduction Letter

Isack Tenai,

P.O Box, 43844-00100,

Mobile: 0720845999

Email:isacktenai@yahoo.com

Nairobi.

Date………………….

Dear Sir/Madam/,

RE: DATA COLLECTION.

I am a master's student at Kenyatta University, I am undertaking a research on "STRATEGIC SOCIAL PRACTICES AND PERFORMANCE IN THE KENYA NATIONAL POLICE SERVICE: A CASE OF CENTRAL POLICE DIVISION, NAIROBI, KENYA." Kindly spare some of your time to complete the questionnaire attached herein. The information given will be handled with utmost confidentiality.

Yours faithfully

ISACK TENAI

Appendix II: Questionnaire

Instructions

Fill appropriately

PART A: **Biodata**

1) Gender?

   Female ( ) Male ( )

2) **Age bracket**

   50 and above ( ) 41 - 50 ( ) 31- 40   ( )   21 -30 ( )

3) **Highest education level?**

   Professional [ ] PHD [ ] Masters [ ] Post graduate diploma [ ] Degree [ ]

4) **Duration of working in the current capacity?**

   1 - 3 years ( )

   4 - 5 years ( )

   6 -8 years ( )

   9 - 10 years ( )

   Above 10 Years ( )

PART B: Strategic Social practices and performance of NPS

Using a Likert 1-5 scale, with 1 being 'Strongly Disagree', 2 being 'Disagree' 3 being "Not Sure', 4 being 'Agree' and 5 being 'Strongly Agree', indicate the level of agreement to the statements

i)   **Leadership Style and performance of NPS**

Statement	Agreement Level				
	1	2	3	4	5
My boss treats me and my colleagues with dignity					
My boss listens and considers my ideas about work					
My boss creates opportunities for my career growth					
My boss challenges me go an extra mile at work					
My boss cares about my social welfare					
My boss is honest with me and my colleagues					
My boss trusts me					
My boss provides me with all the necessary information and material resource to undertake my assignments					
My boss engages members of the public frequently					
My boss recognizes my potential					
Evaluation of my performance is always transparent					
My boss' style of leadership affects my work performance					

ii)   **Organization Structure and performance of NPS**

Statement	Agreement Level				
	1	2	3	4	5
The Organization has a well-structured organogram					
Our roles within CPD are clearly defined					
There is too much bureaucracy within CPD					
The process of making decisions in CPD is very long					
Every actions of a police officer must follow a formal standard					

Statement	Agreement Level				
	1	2	3	4	5
Officers at lower ranks can make certain decisions in relation to daily operations					
NPS do not apply too much rules and regulations to its police officers					
NPS has blurred internal boundaries that allow easy relationship with various units and department of the organization					
The current organizational structure of NPS facilitates better performance of police officers.					

iii)   Professionalism and performance of NPS

Statement	Agreement Level				
	1	2	3	4	5
I always adhere to the NPS' codes of conduct while enforcing law.					
I uphold ethical standards when on and off duty					
I treat citizens and my colleagues with dignity					
I am morally and professional accountable to the citizens and NPS authorities					
Observing professional conducts improves my effectiveness in enforcing law.					

iv)   Organization Politics and organizational performance

Statement	Agreement Level				
	1	2	3	4	5
Decisions at NPS are often influenced by the interest of some powerful group of people					
Assignment of duties and promotions at CPD are done fairly					
Opportunities for career growth are given on the basis of friendship and nepotism					
Witch-hunts and victimizations are prevalent in CPD					
Negative organizational politics hinders performance of police officers					

Comment on performance of NPS

………………………………………………………………………………………………

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Recommend how NPS can improve performance of its officers.

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THANK YOU