



INFLUENCE OF INTELLECTUAL INSPIRATION AND PERFORMANCE OF THE NATIONAL POLICE SERVICE IN NYERI COUNTY, KENYA

Mulli, D. K., & Kiiru, D.

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Mulli, D. K.,^{1*} & Kiiru, D.²

¹ Master Candidate, School of Business, Kenyatta University [KU], Kenya

² Ph.D, Lecturer, Department of Business Administration, Kenyatta University [KU], Kenya

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ABSTRACT

The study determined the Influence of intellectual inspiration and performance of the National police service in Nyeri County, Kenya. The specific objectives of the study were to establish the intellectual inspiration and on organizational performance. Descriptive research approach was adopted. The population of the study was 30 National police service stations selected from six constituencies in Nyeri County which included: Kieni, Mathira, Mukurweini, Nyeri Town, Othaya and Tetu Constituencies. The respondents of the study comprised of police officers from top, middle and lower level ranks. Structured questionnaires were used to collect data. Data was analyzed using descriptive and inferential statistical. Data was presented using Table and figures. The study established a positive and significant influence on intellectual inspiration on organizational performance. The study concluded that the organizational leaders attend to each employee needs and act as a mentor, coach or guide them. They listen to the concerns and needs of each employee and provide support and are empathic of each employee's situation and background. The leadership articulates an appealing vision that inspires and motivates others to perform beyond expectations. They have high standards and expectation for their employees. The leadership recognizes employees through stimulation, creativity and innovation. They support and collaborate with the employees as they try new approaches and develop innovative ways of dealing with organizational issues and leadership become role models for their employees by engaging in high standards of ethical behavior whereby the employees identify with their leaders and desire to emulate them. The study recommended that the leadership of the organization should show willingness and ability to provide nurturing support for each employee as it leads to higher levels of engagement and motivation within the organization. The leadership should set goals so as to give employees meaning in their day-to-day roles through establishing what is expected of them. Provide meaningful feedback to the employees so as to help them grow and develop. The leadership should make learning a requirement whereby both the leadership and junior staff need to know that learning is their responsibility, both as individuals and as teams and that the leadership should analyze the current work environment and the existing organization values, mission, goals and ethical policies. It should solicit the input of each employee about any ethical issues he or she feels, faces or that others may face.

Key Words: Intellectual, Inspiration, Leadership and Performance

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INTRODUCTION

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

Performance which is described by Daft (2010) is the degree to which organizations achieve its objectives more efficiently and effectively, it is conceptualized to be a function of transformational leadership. Ability of the organization to implement new changes, satisfy customer needs and motivate workers is viewed to be facilitated by transformational leadership. Even though leaders in organizations may have different ideologies of management, the capacity of organizations to institutionalize change, influence followers, accelerate creativity and innovation among workers is purely dependent of organizational leadership (Karuhanga, 2015). Similarly, Van (2014) in Australia assert that inability of organization to implement new policies was not only hindered by lack of employee knowledge and financial resources but also lack of transformed leaders in organizations to steer the change process. Indicators conceptualized to measure organizational performance in this

study are: customer satisfaction, police force satisfaction, service efficiency and effectiveness.

Regionally, Sonenshein and Dholakia (2012) in South Africa suggest that poor leadership or inability of the leaders to introduce change in the systems is attributed to poor performance of organizations in terms of service delivery. Even though employee resistance is an issue in organizations, leadership is directly correlated to change implementation (Alshaher, 2013). Rotherme and LaMarsh (2012) in Zambia contend that organizations which fail to implement newly formulated policies were attributed to inability of the leaders to involve workers in key decisions, inability of leaders to encourage employees to own the change process, poor communication models established to create awareness and inability of leaders to change organizational traditions, beliefs, norms and customs.

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

In Kenya, Okubo and Agili (2015) attest that for effective performance of any organizations, leaders should not only adopt contingent policies or a combination of management styles but also embrace new ways of introducing new changes such as regular meetings, allocating new duties to employees, allocating funds, training of workers, delegating and rewarding new behaviors rather than individuals. Subsequently, Maina and Gichinga

(2018) in Kenya asserts that inability of organizations to achieve their goals is associated with poor leadership. Further, Ombui and Mwendu (2014) in Kenya acknowledge that, effective performance in any organizations is facilitated by initiatives of transformative leaders. Leaders who challenge the status quo, involve employees in key decision making process and encourage or inspire workers to own the change process are more likely to implement change more easily than transactional leaders who believe in rewarding individuals rather than new behaviors.

Despite the fact that the government of Kenya is dedicated to improve performance of the police force, still fulfilling expectations of the population is an uphill task. Police Service is underperforming due to inability to implement newly proposed reforms (Amnesty International, 2013). Further, Authority (2018) acknowledges that little has been achieved in the implementation police reforms such as training of police officers, improving the housing infrastructure, institutionalizing ICT to improve service delivery, formation of international partnerships to enhance intelligence, community policing initiatives (Ministry of Interior and Coordination of National Government, 2018). Therefore, indicators of transformational leadership which are considered to influence performance in this study are: individualized, motivational, intellectual and ethical inspirations.

Statement of the Problem

Even though the government is committed in enhancing security services and at the same time protecting of human rights and maintenance of law and order (Maina & Gichinga, 2018), increased incidences of crime and non-adherence to human rights by the police officers not only call for radical reforms in the police force (Amnesty International, 2013), but also transformational leadership practices. Mbithi, Obonyo and Awino (2016) established that (63%) the policies formulated by public institutions were not implemented due to leadership challenges.

Wanyoike (2013) revealed that despite existence of police reforms in Kenya which were established with an aim of improving service delivery to all, little has been achieved due to challenges of capacity development, inappropriate corporate governance, and inability to institutionalization of ICT in service delivery, inadequate housing facilities and failure to review compensation policies.

Deteriorating performance of the National police force which is attributed to accusations of the police force with impunity, brutality, violation of human rights and bribery allegations are issues of concern in the security sector (Ngugi *et al.*, 2012). Subsequently, Ndungu (2011) indicates that lack of public confidence and trust among the police officers is directly attributed to inability of the top leadership to implement the police reforms. Despite some slight improvements witnessed in Kenya on implementation of police reforms, it is indicated by Amnesty International (2013) that insecurity cases have been on the rise by (13%), bribery (21%), violation of human right (17%) and brutality (11%).

Even though some studies have been carried by Maina and Gichinga (2018), Mbithi *et al.*, (2016), Wanyoike (2013), Ngugi *et al.* (2012) and Ndungu (2011), it is noted there exists inconclusive findings on the link between transformational leadership practices and organizational performance thus the need for this study to address the conceptual, contextual and methodological research to confirm collaboration of the results.

LITERATURE REVIEW

Rothermel and LaMarsh (2012) in Italy investigated managing change through employee empowerment. Using exploratory approach and a sample size of 389 respondents, it was revealed that change implementation was significantly influenced by emotional and intellectual readiness. The study concluded that changing organizations culture in any non-performing organizations, transforming the mind-set of the employees was

considered to be the key factor. Recruitment of employees with a combination of knowledge, experience and skills not only contributed to improved organizational performance but sustainable change implementation.

Sonenshein and Dholakia (2012) established that employee intellectual preparedness, creativity and innovation were not only drivers of change implementation but also avenues of trying new ways of doing things. Considering that every organization has unique ways of achieving its objectives, management should prioritize on developing intellectual capacity of workers in order to promote creativity and innovation.

Kemboi and Moronge (2016) established that leaders' ability to solicit new ideas from employees was not only a practice that promoted employee creativity and innovation but also promoted employee confidence to accomplish tasks with minimal supervision. The study concluded that development of intellectual capacity is not only one way of promoting organizational competitiveness but also promoting self-awareness among workers on their abilities to perform challenging tasks independently. Intellectual capacity of workers is viewed as a faction of change management in large and small organizations.

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

need for this study to use different type of respondents to facilitate collaboration of the results.

METHODOLOGY

Descriptive research design was adopted in this study due to its opportunity of collecting data from a sizeable population with homogenous features. Further, the design was recommended in this study because it provided an opportunity to the researcher to apply principles of existing theories to make conclusions and recommendations in this study. The total population of the study was 797 respondents where, 554 of them were police officers and 243 members of the general public. Chief Inspector of Polices (OCS), Inspector of Police (IP), Sergeants, corporals and police constables will be participants of this study. In this regard, 797 respondents formed the total population. The unit of analysis was National police service officers while unit of observation was Kenya National Police Service Stations.

Respondents of this study were chosen using random and stratified sampling techniques. Police officers were stratified into three groups or strata comprising officers from top, middle and lower ranks. Respondents of this study were chief inspector of polices (OCS), inspector of police (IP), sergeants, corporals, police constables and members of the general public. Respondents of this study were deemed to have adequate knowledge and experience in relation to Intellectual Inspiration and Organizational Performance. A sample size of 383 respondents was calculated using Israel (2009) formula which is of the form : $n = N / (1 + N(e)^2)$ where; n = sample size, N = target population and e = the error term (0.05). Using a total population (N) of 797 as shown in the formula, the sample size (n) was 383.

Questionnaires collected from the field were sorted to confirm consistency of the information. For quantitative data analysis, information was coded with the help of a Statistical Packages for Social

Sciences (SPSS) version 24. Descriptive statistics was conducted for basic description of data while inferential statistics was conducted to ascertain the statistical relationship between variables. Specifically, simple linear regression method was used.

FINDINGS AND DISCUSSION

The questionnaires were administered to a sample size of 151 respondents. According to results, those who responded accounted to 90.1 and those who did not respond accounted for 9.9%. As per the recommendation by Baruch and Holton (2008) (2012) that a response rate of above 80% is sufficient for data analysis. Therefore, 90.1% study response rate was considered appropriate for data analysis. This meant that there was acceptance and credibility of the research findings of the study due to high response rate.

The respondents' demographic characteristic was based on their level of education, gender, age and the length of work at the police station. Based on respondents' level of education, majority (41.9%) of the respondents had attained a diploma level of education, 23.5% at certificate level, 19.1% bachelor degree and 15.4% master's degree. This finding implied that the respondents were well educated which meant that they were in a position to respond to research questions with ease. Higher education level of an employee is important in making an organization a success because an individual has the knowledge and skills required to meet changing business needs.

The study sought to establish the respondents' gender. The findings showed that majority (55.1%) of the respondents were male and 44.7% female. These findings showed that both genders were involved in this study and thus the findings of the

study did not suffer from gender biasness. Gender of the respondents was necessary to show a true representative of both men and women in the study which means giving equal importance to both men and women in the workplace on organizational performance.

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

The study sought to establish the respondents' length of work at police station. The study established from that majority (52.2%) of the respondents had worked for a period of more than 5 years, 29.4% between 4 to 5 years, 10.3% less than 1 year and 8.1% between 2 to 3 years. This implied that majority of the respondents had worked in the station for a considerable period of time and thus they were in a position to give credible information relating to the purpose of the study.

Descriptive Statistics

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

Intellectual Inspiration and Performance

The study sought to assess the influence of intellectual inspiration and performance of the National police service. The findings were presented in Table 1.

Table 1: Intellectual Inspiration and Performance

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

Source: Survey Data (2020)

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

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

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

The mean of 3.32 showed that the respondents indicated to a moderate extent that they have a good working relation with other officers with standard deviation of 1.724. This was in disagreement with Yusuf and Gichinga (2016) study that revealed that employee motivation had a positive relationship with leadership styles adopted by manufacturing firms in Kenya. The study concluded that, leadership styles, employee training, organizational culture and feedback had significant impact on performance.

CONCLUSIONS AND RECOMMENDATIONS

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

The study recommended that the leadership should make learning a requirement whereby both the leadership and junior staff need to know that learning is their responsibility, both as individuals

and as teams. Help employee become talent developers by being accountable for their unit performance, and identifying the skills and behaviours necessary for improvement. Embrace technology so as to help employees identify relevant skills and knowledge they need and provides a menu of tools to facilitate learning.

Suggestions for Further Studies

The study investigated the Influence of intellectual inspiration and performance of the National police service in Nyeri County, Kenya. The study suggested that further studies should be carried that focus other organization apart from Kenya National police service.

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