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## Effects of Resilience Practices on Performance of National Police Service in Kajiado County – Kenya

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### Abstract

Performance has become an issue of concern among public organizations and more specifically the National police service in Kenya. Several studies on police reforms have established that there is ineffectiveness in terms of performance among police officers, in Kenya and across the world. Kenya's Vision 2030 lays emphasis on security as a crucial pillar for economic growth implying the police service plays a crucial role in creating the conditions in which development can take place. This study sought to determine the effect of resilience on performance of national police service in Kajiado County, Kenya. The study was anchored on servant leadership theory. The study adopted use of descriptive research design whose main thrust was to describe how things are at the time of the study using quantitative approach. The target population for the study was 533 senior police officers in Kajiado County. The study used a sample size of 326 respondents. Primary information gathering for the study utilized the questionnaires. Validity was ensured using content validity and reliability was tested using Cronbach alpha coefficient in which the study sought to obtain a 0.7 alpha value which showed that the questionnaires were reliable. The data was analyzed using descriptive statistical methods, correlation analysis was done using Pearson product moment correlation. The study used simple model to test the effects of leadership practices strategies on performance of national police service in Kenya. Frequency tables and figures were used to present the results. The findings indicated that there was a significant positive relationship between resilience and the performance of national police service in Kajiado County, Kenya, where resilience explain 25% of the variance in the national police service performance. The study concludes that resilience enhance performance of national police service. The study recommends that the National Police Service should implement transparent, merit-based promotion and reward systems, expanded training programs, enhance accountability mechanisms, resilience strategy, and holistic motivation practices that will create a more effective, ethical, and well-supported police force aligned with public service values.

**Key words:** *Resilience Strategy, Performance of National Police Service, Kenya*

### 1. Introduction

Resilience is the ability to employ internal and external resources to face and recover from adversity successfully (American Psychological Association, 2022). Among the workforce, police are a professional group that faces constant unpredictable and stressful situations, making police officers vulnerable to mental health issues, such as burnout, anxiety, depressive symptoms, and posttraumatic stress (Craddock and Telesco 2022; Syed et al. 2020).

Apart from the inherent stress in the police job, female police officers face many challenges like higher levels of harassment, bias, and underestimation of physical abilities, discrimination, and hostile work environment (Ismail & Ali, 2020; Akram, 2020; Musa, 2024). These stressors, in addition to child care and managing the household (Natarajan, 2014; Roebuck et al., 2013), predispose female police officers to the harmful effects of stress (Karunanidhi & Chitra, 2014b; Raja & Iqbal, 2019; Rasheed, 2020).

In the past decades' resilience, has gained growing attention and popularity (Aburn et al. 2016; Britt et al. 2016; Fletcher and Sarkar 2013; Garcia Dia et al. 2013; Herrman et al. 2011; Windle 2011). It is considered to be important capacity for high-risk professions and especially police officers to cope with and adapt to challenging situations caused by operational or potentially traumatic stressors (McCanlies et al. 2014), organizational stressors (Van der Velden et al. 2010), and work-private life conflicts (Paton et al. 2008). These stressors may put police officers at risk for mental health problems such as anxiety and depression, sleep problems, PTSD, sickness leave, suicidal thoughts and suicide, and substance abuse (Berger et al. 2012; Stanley et al. 2016; Taloyan et al. 2016) that may negatively impact their functioning as officers, such as reduced performance and productivity (Fox et al. 2012; Gigi et al. 2016).

#### 1.1 Performance of National Police Service

The National Police Service (NPS) is a body established by article 243(1) of Kenya's 2010 constitution. Kenyan Regular Police and Kenyan Administration Police make up the National Police Service (NPS). The Inspector General of Police (IGP) commands the NPS, and each department is led by a Deputy Inspector General of Police (DIG). The NPS is entrusted with maintaining order and law, hence preserving tranquility and peace. Among other units or formations, the Kenya Police Service includes the General Service Unit (GSU), Criminal Investigations Directorate (DCI), Kenya Police College (KPC), Kenya Police Airwing, Kenya Railways Police, Tourism Police Unit, Kenya Police Dog Unit, Kenya Airports Police Unit, Maritime Police Unit, Anti-Terrorism Police Unit (ATPU), and Diplomatic Police Unit (NPS Act, 2011).

Huang (2018) defines performance as the achievement of goals laid out by an organization. It refers to an organization's ability to achieve its goals through the efficient and effective use of its resources (Daft & Marcic, 2013). According to Bharadwaj, Chauhan, and Raman (2015), an organization's performance is a complicated interaction with the seven criteria listed below: efficiency, dependability, productivity, effectiveness, quality of work, creativity, and profitability. As a result, performance is inextricably related to meeting all seven criteria, which can be thought of as performance objectives. Even if there is no universally accepted definition of performance, an organization should create objectives and measure all outcomes against those objectives.

Organizational performance is an important metric that helps define an organization's production, organizational efficiency, and competency. It is a measure of how efficiently and effectively the organization is lead to produce the output of things that clients and society will require in the long run (Bain, 2016). Promoting organizational performance is a critical duty for organization leadership since a successful company requires the right leaders (Chakravarthy, 2016). Because organizational success cannot be assessed by a single index, there is a reluctance to use both monetary and non-monetary performance metrics of a corporate organization (Chakravarthy, 2016). The performance of an organization in the security sector like the National Police Service is of much concern since low performance can lead to a negative impact in the economy and even lead to loss of lives. Understanding the impact of leadership strategies on performance is critical for organizations looking to optimize their operations and meet their objectives.

## 2. Statement of the Problem

Leadership is a critical determinant of organizational performance, particularly in high-stress and high-risk environments like the National Police Service (NPS) in Kenya. Ideally, resilience should enhance the performance of police officers, improve organizational efficiency, and foster positive relationships with the public. Effective resilience can build a culture of trust, improve decision-making, and mitigate the negative impacts of stress and burnout, which are prevalent in police work (Alghazo & Al-Anazi, 2016; Abashe, 2021).

However, the current situation within the NPS presents a significant gap between the ideal and the reality. Despite various reforms and legal frameworks aimed at improving the effectiveness of the National Police Service (NPS) in Kenya, performance challenges persist, particularly in Kajiado County. Reports indicate that cases of police misconduct, inefficiency, and public distrust remain prevalent. According to the Kenya National Bureau of Statistics (KNBS, 2023), public confidence in the police service remains low at 32%, compared to other public service institutions such as the Kenya Defense Forces (72%) and Judiciary (48%). Further, Resilience is crucial for police officers, yet 45% suffer from work-related stress, burnout, and PTSD, negatively impacting their performance (Kenya Psychological Association, 2022).

Several local studies have attempted to link resilience with police performance (Muli, 2021; Diis *et al*, 2023; Joseph *et al*, 2016). However, these studies were carried out in different geographical contexts as they did not explore how leadership practices influence performance of national police service in Kajiado County creating a paucity of literature in the area. Further, the studies did not consider resilience, accountability, training and development and motivation on how they influence performance of the national police service. Therefore, this study intends to fill the gap by investigating how resilience, influence performance of the National Police Service in Kajiado County.

## 3. Objective of the Study

The main objective of the study was to determine the effects of resilience practices on performance of national police service in Kajiado County in Kenya.

## 4. Literature Review

### 4.1 Theoretical Framework – Servant Leadership Theory

The servant leadership theory was developed by Greenleaf in 1977. He theorized that servant leader's look for a higher plane of operation, and their prime motivation in leadership is their desire to serve their followers. Both dimensions of servant leadership to serve and to lead are important for prosperity of an organization (Ragnarsson *et al.*, 2018).

Servant leadership consists of two essential attributes. The first one is related to their moral conduct, where servant leaders have trustworthiness, caring, and stewardship qualities. The second management component, wherein service leaders influence their followers through their actions, encourages helping behavior in the organization, and discourages immoral behavior (Andersen, 2018). Establishing high standards for followers and mentoring them to keep them accountable for acceptable behavior while still treating them equitably (Latif and Marimon, 2019).

Critics of servant leadership often argue that its inherent focus on catering to the needs of others might be perceived as overbearing, potentially stifling individual growth and inhibiting the cultivation of independent thought (Shukla, 2023). This perception raises concerns about whether the servant leader, in their pursuit of serving the team, inadvertently undermines the very wisdom and self-reliance they seek to foster. Additionally, Servant leaders often seek consensus and input from most team members before making decisions. This inclusive approach, while well-intentioned, can lead to lengthy discussions and delays in decision-making, especially when relationships within the team are not well-polished. In a critical security environment, where quick decisions can be critical, the need for unanimous agreement can be a hindrance (Leandro, 2023). Striking the right balance between valuing relationships and making timely decisions is a daily challenge as a servant leader.

This theory emphasizes accountability, ethical leadership, and officers' well-being through resilience-building, continuous training, and motivation. Leaders who adopt a servant leadership approach promote trust, fairness, and inclusivity within the police service, ultimately improving service delivery and performance.

#### **4.2 Empirical Literature Review**

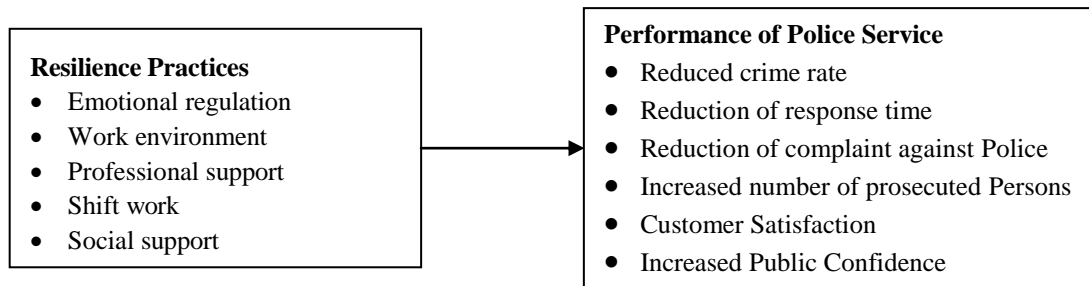
Nadeem, Iqbal, Ameer, Hayat, Fatima, & Ishaq, (2025) examined how resilience influences the stress coping mechanisms of police officers, with particular focus on their emotional regulation, decision-making, and overall performance in high-pressure situations. This quantitative research was conducted through correlational research design. Data was collected by administering a survey with help of questionnaires. Convenient sampling technique was employed to select the sample of the study 100 police officers (Male=69, Female=31). Results indicate that higher levels of resilience correlate with higher levels of stress reduction, improved emotional control, and more effective problem-solving skills in stressful situations. Moreover, male police officers reported greater level of resilience and stress reduction level as compared to female. The findings underscore the importance of fostering resilience through training and support programs to improve the mental health of police officers and reduce stress-related issues in law enforcement in Pakistan. Furthermore, the study highlights the need for institutional policies that prioritize resilience building strategies in police departments to enhance officers' psychological well-being and job satisfaction.

Adekanmbi, Adegoke, & Ukpere, (2022), evaluated the impacts of work stress, risk-taking propensity, and resilience on psychological wellbeing in Nigeria's Police Force. Its sample was extracted from four (4) police stations in Ibadan, Oyo State of Nigeria. This study adopted a cross-sectional survey method, where the current scholar randomly distributed the study's questionnaires. Nonetheless, from the 350 questionnaires floated, 319 were suitable for study and analyzed using Statistical Packages for Social Sciences (SPSS version 27). The present study conducted standard and hierarchical multiple regression analysis in testing the stated hypotheses and concludes that work stress and risk-taking propensity significantly reduce psychological wellbeing. In contrast, resilience increases it in Nigeria's Police Force. It further settles that work stress, risk-taking propensity, and resilience significantly and jointly determine psychological wellbeing. Work stress, however, determines more significantly the psychological wellbeing of police officers than risk-taking propensity, resilience, and their combination matrix. Nigeria's Police Force should adopt strategies for promoting resilience levels, raising police officers' positive emotions to recover from their adverse experiences.

Jelle (2024) ascertained the impact of occupational stress, work environment, social support, intrapersonal qualities, and access to mental health on service delivery among national police officers in Nairobi City County, Kenya. The research was based on the Demand-Control paradigm, the Michigan paradigm, and Herzberg's Motivational Theory. A descriptive survey research approach was utilized. The researcher reached the 374 police officers' respondents through stratified random. The study on occupational stress within the National Police Service in Nairobi City County revealed significant stress levels among officers, negatively impacting their job performance and overall well-being. Descriptive statistics showed that all respondents acknowledged the adverse effects of occupational stress, such as increased anxiety, physical exhaustion, and reduced motivation. The findings indicate that occupational stress is a pervasive issue among officers in the National Police Service, significantly affecting their mental and physical well-being and job performance. Comprehensive stress management programs and improved working conditions are essential to mitigate these negative effects. The study recommended that the national government should introduce regular mental health check-ups, access to counseling services, and workshops on stress reduction techniques to help officers manage stress effectively. The national police service should foster a supportive work culture by promoting supervisor guidance, increasing peer interaction opportunities, and facilitating family support initiatives to enhance resilience and job satisfaction.

#### **4.3 Conceptual Framework**

The conceptual framework illustrates the relationships between the independent variable (resilience), the dependent variable (performance of police service). The arrow represents hypothesized causal relationships.



**Independent Variable**

**Dependent Variable**

*Fig 1: Conceptual Framework*

### 5. Research Design

The descriptive research design will be used in this study. A descriptive study design will permit data collection without manipulating participants or research variables in order to analyze the effect of leadership practices techniques on national police service performance in Kenya.

Kajiado County is located in the southern part of Kenya, bordering Nairobi County to the north, Machakos to the east, Makueni to the southeast, Narok to the west, and the Republic of Tanzania to the south. As of 2019, Kajiado County spanned an area of 21,292.7 km<sup>2</sup>, with a recorded population of 1,117,840. The county borders Nairobi and to its south it borders the Tanzanian regions of Arusha and Kilimanjaro.

According to Police Personnel Data (2019), Kajiado County's 7 sub counties have a total of 533 police officers who comprises (SP), Inspector of Police (IP), S/ Sergeants, Sergeants, corporals and police constables will be participants of this study. The study identified a population target of 533 police officers.

**Table 1: Target Population**

SN	Sub-County	SP	IP	S/SGT	SGT	CPL	PC	Total
1	Kajiado Central	3	4	5	8	20	30	70
2	Isinya	4	5	6	7	30	53	105
3	Mashuru	3	3	3	4	8	23	44
4	Oloililai	2	3	3	5	19	32	64
5	Kajiado North	3	4	5	6	40	64	122
6	Kajiado South	3	4	5	5	27	48	92
7	Kajiado West	2	3	3	3	10	15	36
<b>Total</b>		<b>20</b>	<b>26</b>	<b>30</b>	<b>38</b>	<b>154</b>	<b>265</b>	<b>533</b>

Source: County commander's office, Kajiado

A sample is a selection of respondents chosen in such a way that they represent the total population as much as possible. The Taro Yamane (1967) Formula is given by;

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size; N = Population size and e = margin of error at 0.05. Thus, substituting into the Yamane's formula;

$$n = \frac{533}{1 + 533(0.05)^2} = 228$$

The formula indicates a sample size of 228. However, this research provided for 30% nonresponse rate sample as recommended by (Peytchev (2013). Therefore, the sample size for this study is 326 Table 2 shows the sample size of the study.

**Table 2: Sample Size**

SN	Sub-County	ASP	IP	S/SGT	SGT	CPL	PC	Sample Size
1	Kajiado Central	2	3	3	5	12	18	43
2	Isinya	3	3	4	4	18	32	64
3	Mashuru	2	2	2	2	5	14	27
4	Oloililai	1	2	3	2	12	20	40
5	Kajiado North	3	2	3	4	24	39	75
6	Kajiado South	2	2	3	3	16	29	55
7	Kajiado West	1	2	2	2	6	9	22
<b>Total</b>		<b>14</b>	<b>16</b>	<b>20</b>	<b>22</b>	<b>93</b>	<b>161</b>	<b>326</b>

Source: Researcher, 2024

The researcher divided the population into strata. The following was the strata: ASPs (29), IPs (49), S/SGTs (103) and SGTs (145). Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata. The study will use simple random sampling to identify the respondents.

The sampling framework for this study was a list of senior police officers in Kajiado County. After stratification, simple random sampling will be applied to select respondents within each stratum, since the method is considered effective in achieving high representation and elimination of bias. The study utilized primary data which was collected from the respondents.

Data gathered using the questionnaire will be coded, checked for completeness and precision, and then analyzed using quantitative with the help of Social Scientists Statistical Package (SPSS version 25) for data processing. Data was then analyzed using descriptive statistical techniques, whereas data was presented in form of; mean, standard deviation and frequency distribution. Pearson’s product moment Correlation was used to test the strength of relationship between the study variables where 0.1-0.29 is weak, 0.3 -0.59 is moderate, 0.6 and above is strong.

The data used simple linear regression to test the individual direct effects. The following model was used;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where;

- Y – Performance of Police Service
- $\beta_0$  – Constant
- $X_1$  – Resilience Practices
- e – Error term.

## 6. Data Analysis, Presentation and Discussion

### 6.1 Descriptive Statistics on Resilience Practices

This study sought to assess the resilience practices among officers in the National Police Service (NPS) using six key items. The descriptive statistics (mean and standard deviation) provided insight into the extent to which officers perceive their organization as supportive in fostering resilience-related capacities.

**Table 3: Resilience Practices**

	Mean	Std. Dev.
B1: Police officers receive adequate training and support to regulate emotions in demanding situations	2.63	.505
B2: The leadership in my workplace fosters a positive and motivating work Environment	3.32	.818
B3: There are well-structured support systems to help police officers handle work-related challenges	3.62	.875
B4: Shift schedule allows police officers to maintain a Healthy work-life balance.	3.11	.949
B5: The National Police Service provides adequate peer Support programs for officers.	4.33	1.127
B6: Changes in government leadership impact the stability and effectiveness of police operations.	3.88	1.325
<b>Grand Mean</b>	<b>3.48</b>	<b>0.933</b>

The findings in table 3 indicated that responses to Item B1, which assessed whether police officers receive adequate training and support to regulate emotions in demanding situations, yielded a relatively low mean score (mean = 2.63, SD = .505). This raises the possibility of a leadership and professional development issue as it implies that many officers do not feel sufficiently prepared in terms of emotional regulation training. In contrast, Item B2, which examined whether workplace leadership fosters a positive and motivating environment, showed a moderate average agreement (mean = 3.32, SD = .818). Despite not being extremely affirmative, this answer indicates that leadership practices are usually supportive, but there is still room for improvement in terms of boosting motivation and morale at work.

A slightly higher score was observed for Item B3, regarding the presence of well-structured support systems to help officers manage work-related challenges (mean = 3.62, SD = .875). This indicates a positive perception of organizational support structures, suggesting that systems are in place and relatively effective in promoting resilience.

Regarding work-life balance, Item B4 assessed whether shift schedules support a healthy balance between professional and personal life. The moderate mean score (mean = 3.11, SD = .949) suggests that officers experience some difficulty balancing work and life demands, possibly due to long hours or unpredictable schedules an issue that could affect overall well-being and job satisfaction. Interestingly, Item B5, which looked at peer support programs, received the highest rating among all six items (mean = 4.33, SD = 1.127). This result reflects strong confidence in peer-based resilience initiatives, indicating that police officers place a high value on mutual support and camaraderie within the force. Finally, Item B6 explored how changes in government leadership affect police operations. The mean score (mean = 3.88, SD = 1.325) suggests that officers believe political transitions significantly impact organizational stability and operational effectiveness.

The grand mean score across all items (mean = 3.48, SD = .933) reflects a moderately positive perception of resilience practices within the NPS. While peer support and structured systems are viewed favorably, issues such as emotional regulation training and work-life balance need greater attention. These findings reinforce the conclusions drawn by Nadeem et al. (2025) Adekanmbi et al. (2022), who argued for the integration of resilience-building strategies in police institutions to improve emotional regulation, reduce stress, and enhance operational performance. Both studies affirm that resilience not only enhances psychological wellbeing but also mitigates the damaging effects of occupational stress and improves performance in demanding policing environments.

### 6.2 Inferential Analysis

A correlation ranging between .10 and .29 is considered weak, .30 and .49 reflects a moderate relationship and a correlation ranging from .50 to 1.0 signifies a strong relationship. Correlation findings are displayed in table 4.

**Table 4: Correlations Matrix**

		Resilience Practices	Performance of Police Service
Resilience Practices	Pearson Correlation		1
	Sig. (2-tailed)		
	N	281	
Performance of Police Service	Pearson Correlation	.500**	1
	Sig. (2-tailed)	.000	
	N	281	281

Source; Field Data, 2025

The analysis in table 4 revealed a strong, positive and significant correlation between resilience practices and police performance ( $r = .500, p < .001$ ). This indicates that as resilience practices improve, so does the performance of the police service. This finding aligns with Nadeem et al. (2025), who reported that resilience enables better stress coping, emotional regulation, and decision-making in high-pressure law enforcement settings. Similarly, Adekanmbi et al. (2022) found resilience to be a significant factor in improving psychological well-being and performance among police in Nigeria.

The underlying assumption of this study was that the performances of national police service and leadership practices were related. Simple and multivariate linear regressions were used to test the hypothesis. The tests were conducted at a 95% confidence level, and the results were presented.

Table 5 shows the model summary for regression analysis.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 <sup>a</sup>	.250	.247	.52489

a. Predictors: (Constant), Resilience Practices

The model summary in table 5 indicates that resilience practices explain 25.0% ( $R^2 = .250$ ) of the variance in the performance of the police service. The adjusted  $R^2 = .247$  confirms that the model generalizes well to the population. An R value of .500 shows a moderate positive relationship between the independent and dependent variables. The standard error of the estimate (0.52489) suggests a relatively accurate model fit.

The Analysis of findings was produced in table 6 below:

**Table 6: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.600	1	25.600	92.921	.000
	Residual	76.866	279	.276		
Total		102.466	280			

a. Dependent Variable: Performance of Police Service

b. Predictors: (Constant), Resilience Practices

The ANOVA results on table 6 reveal that the model is statistically significant ( $F(1, 279) = 92.921, p < .05$ ). Comparing this to a typical F-critical value at  $\alpha = 0.05$  for  $df_1 = 1$  and  $df_2 = 279$  (approximately 3.85), the computed F value of 92.921 far exceeds the threshold, confirming that resilience practices significantly predict police service performance. Hence the null hypothesis; resilience practices has statistically significant effect on performance of national police service in Kajiado county was rejected.

**Table 7: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	.216		5.460	.000
	Resilience Practices	.589	.061	.500	9.640	.000

a. Dependent Variable: Performance of Police Service

The regression coefficient for resilience practices ( $B = .589, p < .001$ ) is positive and statistically significant, indicating that for every one-unit increase in resilience practices, the predicted performance of the police service increases by 0.589 units, holding other factors constant. The t-value of 9.640 is well above the critical value (approximately 1.97 at  $\alpha = 0.05$ ), affirming the predictor's significance. The standardized beta coefficient ( $\beta = .500$ ) further confirms that resilience practices have a moderate and meaningful influence on performance.

The above results derived the following simple linear regression model as shown below.

$$Y = 1.181 + 0.589X_1$$

The regression analysis supports the hypothesis that resilience practices significantly enhance the performance of the police service in Kajiado County. These findings align with empirical literature, notably Nadeem et al. (2025) and Adekanmbi et al. (2022), which emphasized that resilience fosters emotional regulation, effective decision-making, and reduced stress key contributors to improved performance of the national police service.

## 7. Conclusions and Recommendations

The findings demonstrate that while aspects such as peer support and organizational structures are strengths within the NPS, greater attention is needed in areas like emotional resilience training and work-life balance. The strong correlation and significant predictive power of resilience practices on performance underscore their essential role in enhancing operational effectiveness and officer well-being within the police force.

The National Police Service should strengthen its promotion and reward systems by ensuring that processes are transparent, merit-based, and consistently applied across all ranks. Addressing perceived bias in promotions will not only improve morale but also reinforce trust in leadership structures.

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