



**TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE OF  
ADMINISTRATION POLICE SERVICE IN KIAMBU COUNTY, KENYA**

**<sup>1</sup>Simiyu Walubengo Kizito, <sup>2</sup>Dr. Muchelule Yusuf**

<sup>1</sup> MSc in Leadership & Governance, Jomo Kenyatta University of Agriculture and Technology;

<sup>2</sup> Lecturer, Jomo Kenyatta University of Agriculture and Technology

**ABSTRACT**

**Background:** This study sought to investigate the influence of transformational leadership on performance of administrative police service in Kiambu County, Kenya. The study focused on individualized consideration and inspirational motivation as the independent variables while performance of administration police service in Kiambu county was the dependent variable. The study was guided by transformational leadership theory.

**Methodology:** The study used descriptive research design. and explanatory research design. The study targeted top and middle management administration officers in Kiambu County. The unit of observation was lower ranks officers, community policing representatives, national government administrators, human right organizations and IPOA representative about 445 respondents. Thus, a sample of 211 respondents was administered with questionnaire.

**Findings:** In the regression analysis individualized consideration ( $\beta = .986$  sig = .000) inspirational motivation ( $\beta = -1.222$  sig = .000) significantly performance of administration police service. Kiambu County. Inspirational motivation (Beta = -1.255) had the highest influence on performance of water project followed by Individualized consideration (Beta = 1.129).

**Keywords:** Transformational leadership, individualized consideration, inspirational motivation, performance of administration police service.

## Background of the Study

Organizations invest in leadership courses based on the idea that it will help leaders to increase the productivity of their employees (Athanasopoulou & Dopson, 2018). Leadership is the action of equipping and developing of followers, as well as providing direction on issues and deployment of resources towards an organization's goals and objectives (Armstrong & Taylor, 2020). Effective leadership is a consequence of leadership style and behavior that results in the achievement of desired organizational outcomes (Yulk, 2012). Previous leadership research has focused on leadership style as the key to why leaders of some organizations successfully execute strategies that lead to excellent business results while others fail to translate strategic intent into desired outcomes (Armstrong & Taylor, 2020).

The performance and sustainable success of organizations rests on the leadership. Studies mention that there exist different types of leadership, such as visionary, charismatic, transactional, autocratic, and transformational. In transactional leadership, the leader promotes compliance by followers through various tactics such as rewards and punishment. In charismatic leadership, the leader provides guidance through charm and persuasion. For transformational leadership, the leader works with subordinates or followers to identify needed change, creates a vision to guide the change through inspiration, and executing the change in close collaboration with committed members of a team. Leadership is essential for good performance as it coordinates utilization of resources in the organization including the human resources. A good leader is a motivator of employees, and when employees feel motivated, they increase job performance and are committed to the organization and thus the organization improves generally in performance and leads to profitability (NawoseIng'ollan & Roussel, 2019).

Transformational leadership inspires and motivate to succeed. A leader with this type of leadership triggers ideas that stimulate team members' initiatives and inspires motivation that is unusual which enhance productivity (Bass & Avolio, 2006). The leadership style is manifested through four perspectives namely: inspirational motivation, intellectual stimulation, individual consideration and idealized behaviour. In individual consideration, the leader is optimistic and sensitive to the needs of the team members and provides attention to them by treating them with respect and dignity. They delegate responsibilities and trust the team members in attaining the goals. They treat individuals equally as well as create and stimulate a learning experience. Thus, there is enhancement of productivity of the team members through job development support, assistance and being pleasant to the team members (Ali, Said, Yusuf, & Mat, 2019).

## Statement of the Problem

In Kenya Police force has faced various challenges, including allegations of bribery, human rights violations, and a weak link between law enforcement and the community. In 2019, Transparency International's Global Corruption Barometer ranked the Kenyan police as experiencing integrity challenges, with 47% of respondents reporting having paid a bribe to the police in the past year. In 2020, a report by IPOA highlighted widespread bribery within the police force, revealing that over 30% of police officers had demanded bribes from members of the public. The inadequate counselling services to police officers is also a major impediment to the reform agenda. The low levels of psychosocial support for police officers negatively impact their performance. Besides the low salaries and poor housing, police officers go through stressful and traumatic experiences in their line of duty and, if not supported appropriately, they can easily break down mentally. They have been regularly records and reports of disturbing incidents where police officer indiscriminately shooting others or civilians at times under unknown circumstances (KIPPRA, 2024).

Njoroge (2019) in a study on the role of change leadership on transformation of the Kenya Police Service found that there is a positive significant relationship between change leadership

and Police Service transformation in Kenya. In a study done by Mwangi (2018) on police leadership training found that appraisal system, knowledge gaps, and retained knowledge significantly influence the performance of National police service (NPS). However, the training curriculum was insignificant. In a Huberts et al (2019) study on the influence of leadership styles on integrity and violations by police officers found that role modelling, strictness, and openness of leaders influence the behaviour of police officers. Strictness is important as well, but appears to be particularly effective in controlling fraud, corruption and the misuse of resources however, the impact of openness is less evident

### Objectives of the Study

The general objective of the study was to investigate the influence of transformational leadership on performance of administrative police service in Kiambu County, Kenya.

Specifically, the study sought;

- i. To examine the influence of individualized consideration on performance of administrative police service in Kiambu County, Kenya
- ii. To establish the influence of inspirational motivation on performance of administrative police service in Kiambu County, Kenya.

## LITERATURE REVIEW

### Theoretical Review

The study was underpinned by the transformational leadership theory. Transformational leadership was introduced by James MacGregor Burns (Burns, 1978). Transformational leadership style challenges the team members to take responsibility of their work, boost motivation and morale of the team and also improve performance (Hughes, 2018). Transformational leadership style is outfitted towards change and improving the individuals of the team and general execution (Bass & Bass, 2008). Transformational leadership comprises of four dimensions idealized influence, intellectual stimulation, individualized consideration, and inspirational motivation, out of these four dimensions inspirational motivations positively correlates with leadership effectiveness (Ghasabeh, Soosay, & Reaiche, 2015). Transformational leaders are charismatic and have an appeal to help their followers to be creative, provide inspiration, and always encourage intellectual stimulation of team members (Bass & Avolio, 2006). Transformation leaders have a clear vision and spend most of the time to cultivate and foster effective communication (Adair, 1990). The theory was useful in linking the variables of individualized consideration and inspirational Motivation and how they influence on performance Administrative Police Service in Kiambu County., Kenya

### Conceptual Framework

Conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables as shown below in Figure 1.

#### Independent Variable

#### Dependent Variable

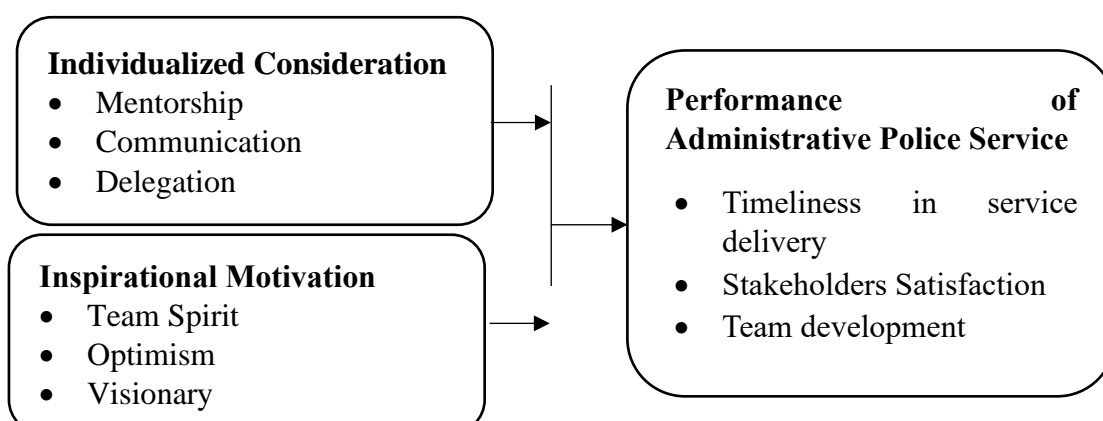


Figure 1: Conceptual Framework

### **Individualized Consideration**

Individualized Consideration is the extent to which a leader attends to the follower's needs for achievement through mentorship, coaching or guiding the follower (Bass & Avolio, 2006). Individual Consideration leader tend to listen to the concerns and needs of each follower to provide support and is empathic of each person' situation and background. Individualized Consideration is implemented when there are new learning opportunities and the environment is supportive. Individualized leadership is based on the notion that a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader. In this view, leadership is a series of dyads, or a series of two-person interactions. Individualized consideration includes things like mentoring employees one-on-one, delegating difficult tasks to deserving people and maintaining a high level of communication with followers (Stepanek & Paul, 2022). In this study, Individualized Consideration was considered through mentorship, communication, and delegation constructs.

Police leadership practices and law enforcement landscape are constantly evolving; thus, insights from experienced officers provides a timeless asset. Without having a formal mentorship program, young officers can benefit greatly from the advice given by veteran officers and other leaders (Fritsvold, 2023). Individualized consideration leader treats each follower as an individual and they recognize the strength and the weaknesses of individuals and the uses the leadership behaviour to consideration for the followers needs and they are prepared to encourage their development to be more suitable work behaviour (Stepanek & Paul, 2022). Recognition of difference in ability of individual and has the abilities to transform the abilities through use of skill and successful performance of the leadership role. These leaders provide opportunity for growth that are tailored to needs of each individual and create a supporting environment and thus, each follower to achieve their full potential. Individual consideration helps build positive relationships by guiding employees to know their value and potential. Inspirational motivation forges a vision for the organization, the team, and for employees to emulate and adopt as their own.

### **Inspirational Motivation**

Avolio and Bass (2004) referred to Inspirational Motivation as a way through which a leader motivates and inspires followers in reaching ambitious goals at the same time perceiving the future with optimism. This aspect is seen in leaders who instil a sense of meaning in the work of their followers. Inspirational motivation is a style that creates an attractive goal of the future and also demonstrates optimism as well as enthusiasm where the leader's behaviours inspire and motivate the followers to be ambitious in attaining challenging goals (Awori, Namada, & Linge, 2018). In this study, Inspirational Motivation will be considered through team spirit, optimism, and visionary constructs. Inspiration leaders tend to explain task and ideas to the team members and thus makes them believe that in the power of achieving collective goals. With this the team also achieves optimal results. The leadership focuses on team's commitment to be creative with the tasks that are undertaken and also in achieving high end goals. Inspiration leaders motivate team members to enthusiastic and also engage the team members in organization's mission and vision (Hasija, Hyde, & Kushwaha, 2019).

Inspirational leaders offer meaning and challenges that helps motivate and inspire the followers to achieve. It is with this regard that team spirit is promoted (Ngaithe, K'Aol, Lewa, & Ndiga, 2016). The inspirational leaders align the individual needs with needs of the organization forms a fundamental strategy for inspirational motivation. The leader nurtures commitment and the spirit of team work through creation of sense of determination among the followers. The use of effective and communication styles leads to the rise of Inspirational Motivation. The leader has to communicate high expectation to the followers, motivate and also inspire them by providing meaningful challenge to the followers in order to develop shared vision of the organization (Bass & Avolio, 2006). Inspirational leaders align the organization and individual objectives making the achievement of the organizational objectives to attractive and appropriate ways of

achieving individual objectives. The inspirational leader involves the followers in having a positive vision of the future by communicating high expectations of the followers can achieve and this promotes enthusiasm and optimism (Ngaithe, K'Aol, Lewa, & Ndiga, 2016). The leaders through their behaviour they emphasize aims, point out positive results and show enthusiasm and optimism.

### **Performance of Service Delivery**

Bass and Riggio (2006) have hailed transformational leadership as being highly effective, and also producing positive effects for groups, organizations and individuals. Transformational leadership has been associated with positive behaviours and attitudinal outcomes at work place for its followers. Ng (2017) found transformational leadership moderate positive associations with organizational commitment, organizational behaviours, and also job satisfaction. Transformational leadership has also been found to have moderate positive associations with the follower well-being and also negatively associated with burnout health complaints and stress (Montano, Reeske, Franke, & Hüffmeier, 2017). Transformation leadership helps followers in creating meaning, bring a sense of belongingness, increase self-esteem, attain self-actualization, and also achieve greater things (Bass & Avolio, 2006).

## **EMPIRICAL REVIEW**

### **Individualized Consideration and Performance of Service Delivery**

Bahati et al., (2019) examined the influence of individualized consideration on public sector performance in Tanzania. A survey design was employed since the study was quantitative in nature. Data was collected from a sample of 360 through a multi stage sampling procedure. Structural equation modelling was used to analysed the data. The findings established a positive and significant influence between individualized consideration and public sector performance in Tanzania. The study concluded that the leaders in the public sector should be aware that high performance was influenced by recognizing the efforts of employees, involvement in decision making, mentoring and coaching them (Golyama, Chachage, & Kapaya, 2018)

In a study by Kayago et al (2023) on the influence of transformational leadership dimensions on organizational performance of SEKEB counties with the moderating role of innovation. The study established is a positive significant influence of individualized consideration, on organizational performance. Ondari et al., (2018) examined the effect of individualized consideration on organisational performance of state-owned corporations in Kenya. The study adopted a descriptive research design. The primary data was obtained from the original sources using structured and semi-structured questionnaires. The results established a significant relationship between individualized consideration and organisational performance of state-owned corporations in Kenya (Ondari, Were, & Rotich, 2018).

### **Inspirational Motivation and Performance of Service Delivery**

Awori et al (2018) examined the effect of inspirational motivation on employee performance in regulatory state corporations in Kenya. A total of 195 senior managers that directly reported to chief executive officers were targeted. A descriptive correlation design was adopted. The study established that a positive ( $r = .894$ ) and significant ( $\text{Sig} = .000 < .05$ ) correlation between inspirational motivation and employee performance. The study also found that inspirational motivation significantly influenced employee performance. The study recommended leaders in organizations to inspire employees through actions and words. The leaders should also be committed to organizations' vision by being optimistic in their words and actions (Awori, Namada, & Linge, 2018).

Nyakawa (2021) studied the effect of inspirational motivation on organizational performance of state corporations in Kenya. A descriptive survey design was adopted and 5,140 leaders in state corporations were targeted. A sample of 165 was drawn from 8 randomly selected state corporations. The study found a significant relationship between charismatic leadership style

and organizational performance. The study also concluded that charismatic leadership exerts a positive and significant influence on performance of state corporations in Kenya (Nyakawa, 2021). In a study by Gachira and Ntara (2024) on the effect of transformational leadership on performance of small and medium enterprises (SMEs) in Nairobi found Inspirational Motivation to significantly influence performance of SMEs in Nairobi County by 12.3%. the study had established a strong positive ( $r = .709$ ) significant ( $\text{sig} = .000$ ) correlation between Inspirational Motivation and performance of SMEs.

## RESEARCH METHODOLOGY

### Research Design

This study adopted descriptive survey research design

### Target Population

The unit of analysis will include representatives 350 lower level Administration police officers in Kiambu county; representative from IPOA (20), Community Policing representative (50), and human rights representatives (10), national government administrators (15). Thus a total of 445 respondents. A sample of 211 was drawn using Slovin's formula. The used both stratified and simple random sampling. Stratified sampling was used to group the data in strata of lower level Administration police officers in Kiambu county; representative from IPOA, Community Policing representative, and human rights representatives, national government administrators. Descriptive and inferential statistics was adopted for the study. Descriptive statistics which include frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the relationship between Transformational leadership and performance of administration police service in Kiambu County Kenya

## RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

### Response Rate

A total of 211 questionnaires were administered to respondents in Kiambu County where 160 were duly filled and returned giving a response rate of 75.8%. Mugenda and Mugenda (2018) argued that a response rate of 50% in a study is adequate while 70% and above is excellent.

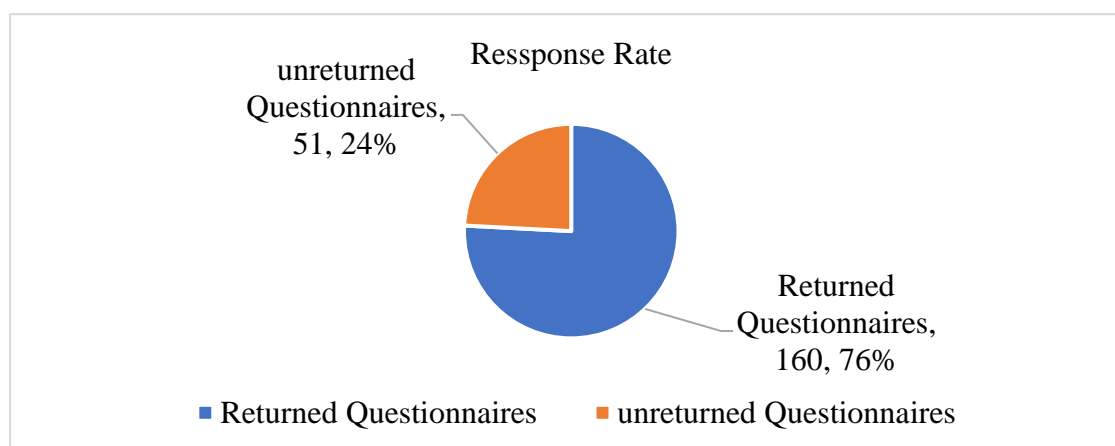


Figure 2 Response Rate

### Descriptive statistics

The study computed the descriptive statistics in order to ascertain the whether the objectives are met. Measure of central tendency was used to compute the statistics. The study questionnaire was presented in 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) =

Agree, 3(N) = Neutral, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Both mean and standard deviation were used to interpret the significance of the statistics.

### **Individualized Consideration**

The first objective was to examine the influence of Individualized Consideration on performance of Administrative Police Service in Kiambu County. From table 1 the variable had a mean of 3.42 indicating that respondents slightly agreed on the Individualized consideration influence in transformational leadership. Thus, averagely the respondents slightly agreed that individualized consideration influenced performance of administration police in Kiambu County. The standard deviation of .921 < 2 also indicated that there was minimal variation in the responses from the mean of 3.42. The respondents (60.6%) agreed that the AP's leadership spends time teaching and coaching the other team members to ensure they provide quality service to the stakeholders (M = 3.61, SD = 1.035). According to 41.2% of the respondents, the AP's leadership also specifies the importance of having strong sense of purpose to ensure members are focus on the objectives. however, 30.6% are contrary to the statement with 28.1% being neutral. (M = 3.21, SD = 1.266). The respondents agreed (58.8%) that the AP's leadership provides feedback on performance of the officers to help them further improve (M = 3.58, SD = 1.206). It was also agreed by 60% of the respondents that the AP's leadership makes communication on work related issues (M = 3.30, SD = 1.740). Majority of the respondents (80%) also agreed that the AP's leadership treats individual officers based on their strength as they delegate duties (M = 4.09, SD = 1.222). Finally, it was agreed by 70.1% of the respondents that the APA's leadership helps individual officers to develop based on their strength, by assign them duties that they are competent with (M = 3.91, SD = 1.231).

Ali et al (2016) posited that Individual consideration leaders tend to be optimists and are sensitive to the needs of subordinates and as well provide attention to the team members. They ensure there is a sense of responsibility by providing leaning ability while still supporting the followers individually. They have attention to desire of their followers by making them feel appreciated and treated differently but fairly on an individual basis. Stepanek and Paul (2022) opined that Individualized Consideration is implemented when there are new learning opportunities and the environment is supportive. Individualized leadership is based on the notion that a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader. In this view, leadership is a series of dyads, or a series of two-person interactions. Individualized consideration includes things like mentoring employees one-on-one, delegating difficult tasks to deserving people and maintaining a high level of communication with followers. Fritsvold (2023) added that police leadership practices and law enforcement landscape are constantly evolving; thus, insights form experienced officers provides a timeless asset. Without having a formal mentorship program, young officers can benefit greatly from the advice given by veteran officers and other leaders.

Table 1: Individualized consideration

|   | Individualized consideration   | SD<br>% | D<br>% | N<br>% | A<br>% | SA<br>% | MN   | STD   |
|---|--|---------|--------|--------|--------|---------|------|-------|
| IC1   | The AP's leadership spends time teaching and coaching the other team members to ensure they provide quality service to the stakeholders. | 0       | 20.6   | 18.8   | 40     | 20.6    | 3.61 | 1.035 |
| 1C2   | The AP's leadership also specifies the importance of having strong sense of purpose to ensure members are focus on the objectives.       | 10      | 20.6   | 28.1   | 20.6   | 20.6    | 3.21 | 1.266 |
| IC3   | The AP's leadership provides feedback on performance of the officers to help them further improve.                                       | 0       | 30.6   | 10.6   | 29.4   | 29.4    | 3.58 | 1.206 |
| IC4   | The AP's leadership makes communication on work related issues.  | 30      | 10     | 0      | 20     | 40      | 3.30 | 1.740 |
| IC5   | The AP's leadership treats individual officers based on their strength as they delegate duties.  | 10      | 0      | 10     | 30.6   | 49.4    | 4.09 | 1.222 |
| IC6   | The APA's leadership helps individual officers to develop based on their strength, by assign them duties that they are competent with.   | 10      | 0      | 20     | 28.8   | 41.3    | 3.91 | 1.231 |
| <i>Individualized consideration average</i> |  |         |        |        |        |         | 3.42 | .921  |

### Inspirational Motivation

The second objective was to establish the influence of Inspirational Motivation on performance of Administrative Police Service in Kiambu County. From table 2 the variable had a mean of 3.60 indicating that respondents agreed on inspirational motivation in transformational leadership. Thus, averagely the respondents could neither agree nor disagree on whether inspirational motivation had influence on performance of administration police in Kiambu County. The standard deviation of .826 also indicate that there was minimal variation in the responses from the mean of 3.60. The study found that 50.6% of the respondents agreed that the AP's leadership focuses on group interest not self-interest (M =3.41, SD = 1.361). It was also agreed by 50.6% of the respondents that the AP's leadership instills pride and confidence to the junior officers (M =3.41, SD = 1.215). about 41.2% of the respondents also agreed that the AP's leadership talks optimistically about the future with junior officers (M = 3.22, SD = 1.262). It was also agreed by 60% of the respondents that AP's leadership is enthusiastic about what needs to be accomplished by the junior officers (M =3.69, SD = 1.106). Majority of the respondents (69.4%) that the AP's leadership articulates a compelling vision of the future (M =3.86, SD = .955). Finally, The AP's leadership has the vision of the AP in mind while making decisions as agreed by 71.3% of the respondents (M =4.03, SD = 1.003).

Awori et al (2018) described inspirational motivation as a style that creates an attractive goal of the future and also demonstrates optimism as well as enthusiasm where the leader's behaviours inspire and motivate the followers to be ambitious in attaining challenging goals. Hasiya et al (2019) contended that inspirational motivation leaders tend to explain task and ideas to the team members and thus makes them believe that in the power of achieving collective goals. With this the team also achieves optimal results. The leadership focuses on team's commitment to be creative with the tasks that are undertaken and also in achieving high end goals. Inspiration leaders motivate team members to enthusiastic and also engage the team members in organization's mission and vision. Bass and Avalio (2006) opined that the use of effective and communication styles leads to the rise of Inspirational Motivation. The leader has to



communicate high expectation to the followers, motivate and also inspire them by providing meaningful challenge to the followers in order to develop shared vision of the organization. Inspirational leaders align the organization and individual objectives making the achievement of the organizational objectives to attractive and appropriate ways of achieving individual objectives. The inspirational leader involves the followers in having a positive vision of the future by communicating high expectations of the followers can achieve and this promotes enthusiasm and optimism (Ngaithe, K'Aol, Lewa, & Ndiga, 2016).

**Table 2: Inspirational motivation**

|   |   | SD | D    | N    | A    | SA   | MN   | STD   |
|---|---|----|------|------|------|------|------|-------|
|   | Intellectual stimulation  | %  | %    | %    | %    | %    |      |       |
| IM1                                     | The AP's leadership focuses on group interest not self-interest                                 | 10 | 20   | 19.4 | 20.6 | 30   | 3.41 | 1.361 |
| IM2                                     | The AP's leadership instils pride and confidence to the junior officers                         | 10 | 10.6 | 28.8 | 30   | 20.6 | 3.41 | 1.215 |
| IM3                                     | The AP's leadership talks optimistically about the future with junior officers.                 | 10 | 20   | 28.8 | 20.6 | 20.6 | 3.22 | 1.262 |
| IM4                                     | The AP's leadership is enthusiastic about what needs to be accomplished by the junior officers. | 0  | 20.6 | 19.4 | 30.6 | 29.4 | 3.69 | 1.106 |
| IM5                                     | The AP's leadership articulates a compelling vision of the future.                              | 0  | 11.3 | 19.4 | 41.3 | 28.1 | 3.86 | .955  |
| IM6                                     | The AP's leadership has the vision of the AP in mind while making decisions.                    | 0  | 10   | 18.8 | 30   | 41.3 | 4.03 | 1.003 |
| <i>Inspirational motivation average</i> |   |    |      |      |      |      | 3.60 | .826  |

### Performance of administration police service

This study sought to investigate the influence of Transformational Leadership on performance of Administrative Police Service in Kiambu County. From table 4.8 the variable had a mean of 3.62 indicating that respondents agreed that transformational leadership influence performance of administration police service in Kiambu County. transformational leadership. The standard deviation of .804 also indicate that there was minimal variation in the responses from the mean of 3.62. The study found that respondents agreed (80%) that the AP are quick to respond to customer requests (M = 4.09, SD = 1.222). It was also agreed by 60.7% of the respondents that through transformational leadership there is a sincere interest in helping wananchi whenever they need services (M = 3.33, SD = 1.435). It was also found that transformational leadership has help ensure wananchi are given prompt services as supported by 50% of the respondents (M = 3.19, SD = 1.421). Transformational leadership has helped instil confidence in the customer when providing services as agreed by 50% of the respondents (M = 3.51, SD = 1.432). It was also agreed by 50% of the respondents that transformational leadership has helped the AP understand the needs of the customers (M = 3.40, SD = .933). Finally, 80% agreed that the AP are able to deliver service correctly and timely (M = 4.19, SD = .748).

According to Bass and Avolio (2006), transformational leadership inspires and motivate to succeed. A leader with this type of leadership triggers ideas that stimulate team members' initiatives and inspires motivation that is unusual which enhance productivity. Ali et al (2019) further added that, with transformational leadership there is enhancement of productivity of the team members through job development support, assistance and being pleasant to the team members. Ali et al (2019) also affirmed that transformational leadership style influences job satisfaction and there is a probability that job satisfaction is a motivator of increased

performance. According to Bass and Bass (2008), transformational leadership style is outfitted towards change and improving the individuals of the team and general execution. The transformational leadership theory also explained that the transformational leaders are charismatic and have an appeal to help their followers to be creative, provide inspiration, and always encourage intellectual stimulation of team members.

According to Likert (1976), participative leadership is the best form of leadership and it is certain to work in all situations though other theorists believe there is no single leadership style that fits in all situation. However, the APS is entrusted to enforce law and order and are meant to work for the public. It has been noted that the administration police service has been having mixed performances with others performing well while others are underperforming and it all goes back to the leadership. Cases of in subordination, corruption, police officers misusing firearms due to stress both from family and work. Wilson (2010) as a critic of Likert theory explained that participative system in leadership is due to situational factors such as the nature of the subordinates, the organization climate and the skill of the leader. In these cases, we find the situation hinders the APS to adopt participative system of leadership.

*Table 3: Performance of administration police service*

|   | Performance of administration police service   | SD % | D %  | N %  | A %  | SA % | MN   | STD   |
|---|--|------|------|------|------|------|------|-------|
| PAP1  | The AP are quick to respond to customer requests.  | 10   | 0    | 10   | 30.6 | 49.4 | 4.09 | 1.222 |
| PAP2  | Through transformational leadership there is a sincere interest in helping wananchi whenever they need services. | 20   | 9.4  | 10   | 38.8 | 21.9 | 3.33 | 1.435 |
| PAP3  | Transformational leadership has help ensure wananchi are given prompt services.                                  | 20.6 | 10   | 19.4 | 29.4 | 20.6 | 3.19 | 1.421 |
| PAP4  | Transformational leadership has helped instil confidence in the customer when providing services                 | 10   | 19.4 | 20.6 | 10   | 40   | 3.51 | 1.432 |
| PAP5  | Transformational leadership has helped the AP understand the needs of the customers                              | 0    | 20.6 | 29.4 | 39.4 | 10.6 | 3.40 | .933  |
| PAP6  | The AP are able to deliver service correctly and timely.   | 0    | 0    | 20   | 40.6 | 39.4 | 4.19 | .748  |
| <i>Performance of administration police service average</i> |  |      |      |      |      |      | 3.62 | .804  |

### Correlation Analysis

The Performance of administration police service is the dependent variable, and this study used Pearson correlation analysis to examine the relationships between the dependent variable and the independent variables (Individualized consideration, inspiration motivation).

*Table 4: Correlation Analysis*

|                              |                     | Performance of administration police service |
|------------------------------|---------------------|--|
| Individualized Consideration | Pearson Correlation | .784**                                       |
|                              | Sig. (2-tailed)     | .000   |
|                              | N                   | 160  |
| Inspirational Motivation     | Pearson Correlation | .602**                                       |
|                              | Sig. (2-tailed)     | .000   |
|                              | N                   | 160  |

The findings also showed that individualized consideration did have a positive and significant relationship with performance of AP service in Kiambu County ( $r = .784$ ,  $p\text{-value} = .000$ ). As well, the findings also showed that inspirational motivation has a positive and significant relationship with performance of AP service in Kiambu County ( $r = .602$ ,  $p\text{-value} = .000$ ) at 0.01 level of significance.

### Regression Analysis

Findings from regression analysis indicate that all the beta coefficients for the independent variables were significant i.e. the p-values were less than the significant value 0.05. Thus, individual variables (Individualized consideration, inspiration motivation) were significant in explaining the performance of AP service in Kiambu County. Inspirational motivation had the highest influence with a correlation 1.255 while individualized consideration had a correlation of 1.129.

Table 5: Regression Coefficients

| Model                                     | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig. |
|---|-----------------------------|------------|---------------------------|---------|------|
|   | B                           | Std. Error | Beta                      |         |      |
| (Constant)                                | 2.375                       | .151       |                           | 15.763  | .000 |
| <sup>1</sup> Individualized consideration | .986                        | .089       | 1.129                     | 11.089  | .000 |
| Inspirational motivation                  | -1.222                      | .087       | -1.255                    | -13.973 | .000 |

a. Dependent Variable: performance of AP service in Kiambu County

The model can be fitted as follows

$$Y = 2.375 + .986X_1 - 1.222X_2 \dots \dots (i)$$

Where;  $X_1$  = Individualized Consideration,  $X_2$  = Inspirational Motivation

For the first objective of the study, Individualized consideration had a significant positive relationship with performance of administration police service in Kiambu County ( $\beta = .936$ ,  $p = .000 < .05$ ). This can be explained further by assessing the value of the t-test which indicates that the effect on individualized consideration would be attributed to the regression model compared 11 times more to the effect of the standard error associated with the estimated coefficient ( $t = 11.089$ ). Thus, in relation to the second objective of the study, Individualized consideration significantly influence performance of administration police in Kiambu County. The findings are supported by Bahati et al (2019) who found a positive and significant influence between individualized consideration and public sector performance in Tanzania. Ondari et al (2018) also established a significant relationship between individualized consideration and organisational performance of state-owned corporations in Kenya.

For the second and final objective of the study, Inspirational motivation influence had a negative significant relationship with performance of administration police service in Kiambu County ( $\beta = -1.222$ ,  $p = .000 < .05$ ). This can be explained further by assessing the value of the t-test which indicates that the effect on Inspirational motivation would be attributed to the regression model compared almost 14 times more to the effect of the standard error associated with the estimated coefficient ( $t = 13.978$ ). Thus, in relation to the fourth objective of the study, Inspirational motivation significantly influences performance of administration police in Kiambu County. The findings are supported by Awori et al (2018) that inspirational motivation significantly influenced employee performance. They also recommended for organizations to inspire employees through words and actions. Similarly, Nyakawa (2021) found a significant relationship between charismatic leadership style and organizational performance. The study also concluded that charismatic leadership exerts a positive and significant influence on performance of state corporations in Kenya.

## CONCLUSIONS

It was found that through mentorship, effective communication and delegation of duties and responsibilities the administration police leadership is able to achieve individualized consideration. Individually considerate leader listens effectively and delegates tasks as a means of developing followers. The study therefore concludes that, individualized consideration significantly influences performance of administration police service in Kiambu County. Inspirational motivation was found to have a negative significant influence on performance of administration police service in Kiambu county. To achieve this, the administration police service demonstrated team spirit, optimism, and visionary leadership. Inspiration leaders tend to explain task and ideas to the team members and thus makes them believe that in the power of achieving collective goals. With this the team also achieves optimal results. Inspiration leaders motivate team members to enthusiastic and also engage the team members in organization's mission and vision. The study therefore concludes that, inspirational motivation significantly influences performance of administration police service in Kiambu County

## RECOMMENDATIONS

For Individualized consideration leaders in the administration police service should be aware that high performance is influenced by recognizing the efforts of employees, involvement in decision making, mentoring and coaching them. Thus, training, mentorship and also involvement in decision making is highly recommended. For intellectual stimulation, the study recommends the administration police leadership to encourage the junior officers to be more creative and innovative. The leaders need to be risk takers to allow the junior officers to think outside the box in trying to solve the high crimes rates in the county and country. The articulation of the administration leadership of the vision as well the spirit of encouragement will help increased performance of administration police. The study recommended for transformational leadership seminars to administration police service leadership in all counties and the county at large.

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