ADMINISTRATIVE DECISIONS AND PERFORMANCE OF NATIONAL POLICE SERVICE IN KENYA

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ABSTRACT

Administrative decisions play a critical role in enhancing the effectiveness and operational efficiency of law enforcement agencies. This study aimed to assess the effects of administrative decisions on police performance. The research was grounded on Public Administration Theory. A positivist research philosophy guided the study, utilizing descriptive and correlational research designs. A systematic random sampling approach was applied to select 384 officers from a target population of 9,998 officers who had undergone leadership and command training within the NPS. Primary data was collected through questionnaires, with 271 officers responding. Data analysis involved descriptive and inferential statistics, including ANOVA, t-tests, Pearson correlation, and multiple regression analysis. From the study findings, it was concluded that deployment and transfers enable the National Police Service to strategically allocate personnel based on security priorities, operational needs, and resource availability. It was also concluded that effective leadership within the National Police Service is essential for setting strategic objectives, fostering a culture of professionalism and integrity, and inspiring confidence among officers and the public. It was also concluded that Hierarchical structure enhances clear communication channels and this facilitates the flow of information, directives, and operational orders between different levels of command. It was further concluded that Fair and transparent promotion criteria may be associated with higher morale and job satisfaction among police personnel, contributing to better service performance. Based on the findings, the study recommends that national police service should make decisions related to budget allocation determine the availability of resources for training, equipment, and infrastructure, to directly influence the NPS's capacity to combat crime and maintain public safety.

Key Words: Administrative Decisions, Performance of National Police Service

Background of the Study

Security governance plays a pivotal role in ensuring public safety, rule of law, and the protection of citizens' rights across the globe. Effective governance of security institutions such as the police entails principles of accountability, resource optimization, inter-agency coordination, and informed administrative decisions (Osborne & Gaebler, 1993). Globally, the effectiveness of police services has been closely linked to the quality of security governance practices. In countries like Sweden and Germany, for instance, the institutionalization of accountability frameworks and participatory governance models has significantly improved trust between the police and the public, leading to enhanced performance metrics in crime prevention and resolution (United Nations Office on Drugs and Crime [UNODC], 2020).

In Kenya, the National Police Service (NPS) has faced longstanding criticisms regarding inefficiency, corruption, and human rights violations. These issues have contributed to public distrust and hindered the institution's ability to effectively maintain law and order (Transparency International, 2021). Despite various reform initiatives, including the enactment of the National Police Service Act of 2011 and the establishment of the Independent Policing Oversight Authority (IPOA), challenges persist. Poor resource allocation, lack of intra-agency coordination, and minimal accountability mechanisms have been identified as critical barriers to optimal performance (Muigua, 2019).

Accountability practices within the NPS have often been undermined by weak oversight structures and a lack of transparency. Reports of misconduct and corruption among officers have eroded public confidence, while ineffective disciplinary measures have failed to curb unethical behaviors (IPOA, 2022). Intra-agency coordination, a cornerstone of effective security governance, has also been a significant challenge for the NPS. Fragmented operations and lack of communication between different units have led to delayed responses and duplication of efforts (Akech, 2021). Enhanced coordination practices, including standardized protocols and integrated communication systems, could improve operational efficiency and foster a culture of collaboration within the service.

The National Police Service (NPS) in Kenya is constituted under Article 243 of the Constitution of Kenya (2010) and the National Police Service Act of 2011. It comprises the Kenya Police Service and the Administration Police Service. Article 244 of the Constitution outlines the objectives and responsibilities of the NPS, which include promoting professionalism and discipline within the force, adhering to constitutional standards and fundamental freedoms, preventing corruption, promoting transparency and accountability, and ensuring that staff are trained to meet competency and integrity standards while fostering positive relationships with the community.

Prior to the formation of the NPS, policing in Kenya was carried out by two separate entities: the Kenya Police Force and the Administration Police Force, each with distinct but complementary roles. According to Ouko (2022), the creation of the NPS was driven by a need for improved performance, as recommended by the 2008 Kriegler Report. This report called for comprehensive reforms, including an audit of police structures, policies, practices, extensive consultations with national and international stakeholders, exploration of international capacity-building opportunities and the establishment of a modern Code of Conduct and an Independent Police Conduct Authority.

The Kenya National Commission on Human Rights (2019) reports that crime rates fell between 2002 and 2014, but surged again in 2017 and have continued to rise, indicating that the NPS's security services are deteriorating. This decline suggests weaknesses in the NPS's security governance practices, highlighting the need for a critical assessment of these practices in relation to police performance (Kimolo, 2022). Consequently, this study examined the influence of administrative decisions on performance of the National police service in Kenya.

Statement of the Problem

The objective of this study was to examine security governance practices and performance of National Police Service (NPS) in Kenya. As noted by UNODC (2023), global efforts to enhance police services are driven by the aspiration to create a professional force that is approachable, responsive, effective, and efficient. These efforts emphasize equipping police forces with the necessary skills to safeguard citizens and their property while respecting fundamental human rights. Smith and Jones (2023) observed a growing emphasis on the effectiveness and efficiency of policing, reflecting a global trend towards improving security services for sustainable development. In Kenya, the government has significantly invested in the NPS over recent years, implementing various performance initiatives aimed at improving effectiveness, efficiency, responsiveness, and productivity (Waweru & Maina, 2019).

Despite substantial investments in recruitment and training, Sultana and Noor (2014) noted a persistent 3% to 4% increase in crime and continued corruption perceptions within the NPS. Waweru and Maina (2019) added that, despite various transformation initiatives such as institutional strengthening, improved staff capacity building, legal and structural changes, and enhanced operational preparedness the NPS continues to face performance challenges. These challenges include inefficient service delivery, corruption, poor working conditions, reduced public confidence, lack of citizen satisfaction, insufficient professionalism, inadequate police coverage, and increased social costs of policing (Kivoi & Mbae, 2013; Mwaeke, 2019).

According to the NPS Annual Report (2021), there were 81,272 recorded cases from January to December 2021, marking a 16.7% increase from 69,645 cases in 2020. This rise can be attributed to the lifting of COVID-19 lockdown measures and nationwide curfews that had been in place since March 2020. The NPS Internal Affairs Unit (IAU) (2020) reported receiving 1,043 complaints from the public, including 821 against the Kenya Police Service, 144 against the Directorate of Criminal Investigations, and 53 against the Administration Police Service. Additionally, 430 complaints were related to the NPS's non-responsiveness to public complaints.

The effectiveness and efficiency issues within the NPS are evident from its handling of 266 cases, of which only 84 were resolved, leaving 182 cases still under investigation and highlighting inefficiencies. This inefficiency has contributed to increased customer dissatisfaction, as evidenced by 777 unresolved complaints in 2020 (IPOA, 2020). The number of complaints from both internal and external stakeholders has risen, covering issues such as police inaction, negligence, human rights abuses, and abuse of office (IAU Annual Reports, 2017 & 2018; Ronald, 2014).

In 2021, there was a 38% increase in complaints about police performance. Of the 1,250 complaints received by the Internal Affairs Unit, 470 were from Nairobi County and 780 from other counties, indicating that 62% of complaints were reported in Nairobi (IAU Annual Report, 2021). Complaints about police inaction were the most common at 43.3%, followed by harassment at 23.4% and unresponsiveness at 6.5%. The IPOA Annual Report (2021) also highlighted that 35% of the 2,025 reported cases were related to police inaction and negligence.

Previous studies on security governance practices often examined components in isolation. For example, Adebajo and Whitfield (2021), Dillon and Thakur (2022), Muggah (2023), and Jackson and Smith (2020) focused on accountability practices as standalone variables. However, theorists like Moore (2023), Jensen and Meckling (2019), and Rhodes (2021) emphasize that intra-agency collaboration, administrative decisions, and resource allocation are integral to security governance.

Additionally, there is limited research on security reforms as a moderating variable in relation to security governance practices. While studies such as Robles and Coyne (2022) and Miller

and DiLorenzo (2021) have explored security reforms, there is a gap in literature testing security reforms as a moderating variable. Most studies have focused on the private sector, with less attention given to public sector security governance (Kowalski & Reiner, 2021; Johnson & Martinez, 2020; Schneider & Burke, 2019). Studies on the NPS, such as those by Kanyinga (2020), Nyabuto (2019), and Karanja (2021), have explored the effectiveness of security governance practices, emphasizing the NPS's role in ensuring security and public trust. The study aimed at addressing these gaps by investigating the influence of administrative decisions on performance of National Police Service in Kenya.

Specific objective

i.   To establish the effect of administrative decisions on performance of national police service in Kenya.
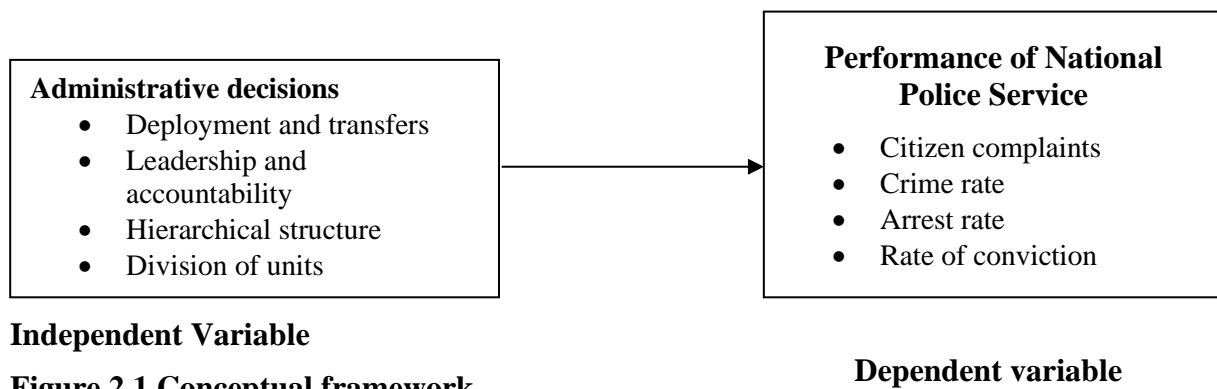
Theoretical Review

Public Administration Theory

The proponent of Public Administration Theory is generally attributed to Woodrow Wilson, who is considered the father of the field. In his seminal work, The Study of Administration (1887), Wilson laid the foundations for the modern study of public administration, emphasizing the importance of efficient, non-partisan government administration.The Public Administration Theory, as discussed by Kaburu and Mutua (2022), focuses on the principles, processes, and structures within public administration, including decision-making, organizational behavior, and policy implementation in government agencies. Public Administration Theory provides insights into decision-making processes within organizations, especially in the context of public sector management. It highlights how administrative decisions are formulated, implemented, and evaluated, especially within governmental and law enforcement institutions such as the National Police Service (NPS) (Nyakundi & Oloo, 2021). The theory explores the internal dynamics of the NPS, including the roles and interactions of administrative actors, hierarchical structures, and organizational culture. According to Nyakundi and Oloo (2021), understanding these factors is crucial to examining how administrative decisions are influenced by leadership styles, bureaucratic norms, and institutional pressures within public organizations.

Public Administration Theory also emphasizes the challenges and complexities of policy implementation within the NPS. It considers how administrative decisions affect operational actions, resource allocation, and service delivery, thus impacting the overall effectiveness of policing practices. Kimani and Mwangi (2020) suggest that by examining how administrative decisions translate into tangible actions and outcomes, this theory can provide valuable insights into how the NPS can improve its service delivery and operational effectiveness. The theory also outlines the bureaucratic decision-making processes within organizations like the NPS, which is influenced by hierarchy, rules, and standard operating procedures (Jones & George, 2020). Jones and George (2020) note that these bureaucratic principles guide administrative decisions, emphasizing efficiency, consistency, and adherence to regulations. In the case of the NPS, these principles are vital for maintaining order and ensuring that security policies are enforced effectively.

Conceptual Framework

Quinlan, Babin, Carr and Griffin (2019) define a conceptual framework as a structure of what has been learned, to explain best, the natural progression of a phenomenon that is being studied. In this study the independent variables was administrative decision. On the other hand, the dependent variable was the performance of National police service in Kenya.

Administrative decisions		Performance of National Police Service
• Deployment and transfers • Leadership and accountability • Hierarchical structure • Division of units	→	• Citizen complaints • Crime rate • Arrest rate • Rate of conviction

Independent Variable

Dependent variable

Figure 2.1 Conceptual framework

Administrative decisions

Globally, effective administrative decision-making is widely acknowledged as a cornerstone for the success of law enforcement agencies in maintaining public safety and enhancing organizational performance. In many countries, decisions related to resource allocation, recruitment, and operational strategies determine the capacity of police services to address evolving security challenges. According to a report by Interpol (2022), strategic deployment and the use of specialized units have become standard practices in enhancing the efficiency of police forces worldwide. In Africa, administrative decision-making within law enforcement agencies plays an equally vital role in addressing unique regional security challenges. Many African countries face diverse issues, including limited resources, high crime rates, and political instability, which require strategic and adaptive governance. However, challenges such as corruption and inadequate training continue to hinder the performance of many law enforcement agencies across the continent. Efforts to address these issues through enhanced leadership, accountability mechanisms, and investment in modern policing tools are steadily transforming the landscape, paving the way for more efficient and effective law enforcement services across Africa.

According to Smith and Jones (2023) administrative decisions play a significant role in shaping the organizational structure, culture, and day-to-day operations of the National Police Service. They further argue that decisions related to budget allocation determine the availability of resources for training, equipment, and infrastructure, which directly influence the NPS's capacity to combat crime and maintain public safety. According to Smith and Mwangi (2020) decisions regarding recruitment, promotion, and disciplinary actions affect the quality and morale of police personnel, which in turn impacts the service's ability to perform its duties effectively. The hierarchical structure within the national police service provides clarity regarding lines of authority, delineating roles and responsibilities at each level of command hence enabling efficient decision-making, and promoting coordination among different units (Ondimu & Odhiambo, 2021). For instance the NPS follows a rank-based hierarchical structure, with officer's assigned specific ranks such as constable, sergeant, inspector, and commissioner and each rank carries distinct responsibilities and authority (Ondimu & Odhiambo, 2021). Hierarchical structure enhances clear communication channels and this facilitates the flow of information, directives, and operational orders between different levels of command (Waweru & Mwangi, 2020).

Empirical Review

Administrative decisions and performance of national police service

In global contexts, administrative decision-making plays a crucial role in shaping the performance of national police services. Research by Bayley and Shearing (2001) highlighted that well-defined and specialized police units tailored to local needs often improve policing

effectiveness in crime prevention. Effective decision-making in this context involves the strategic allocation of resources and careful planning, which are essential for maintaining law and order. However, challenges like resource allocation and inter-agency coordination remain significant. In the United States and Europe, studies have found that administrative decisions, such as restructuring and unit specialization, improve the efficiency and responsiveness of police forces (Green & Brown, 2020). Despite these positive outcomes, critics argue that findings from case studies in developed countries may not be universally applicable to different socio-economic and political environments. Moreover, the quality of leadership and the institutional culture within national police services is another determining factor that impacts performance globally, as strong leadership practices have been shown to enhance accountability and effectiveness in policing (Thompson & White, 2019).

In Africa, administrative decisions significantly impact the performance of national police services, particularly regarding governance structures and decision-making models. Research by Woldekidan (2019) examined the effects of political interference in Ethiopia's policing system, finding that governance models influence how decisions are made within national police forces. In countries like Ethiopia, where a monistic governance model is in place, decision-making authority is highly centralized, which can lead to more effective coordination but might reduce responsiveness to local issues. In contrast, the dualistic model, common in other African nations, provides for a division of responsibilities between political leaders and administrative bodies, which can create delays and inefficiencies in policing. These findings underscore the importance of understanding the local political landscape when analyzing administrative decision-making in African police services.

In Kenya, administrative decisions significantly shape the performance of the National Police Service. Research by Josephine A. Maina (2023) on the impact of administrative decisions in the Kenya Police Service revealed that centralized decision-making often leads to a more hierarchical structure within the force. This centralized system, while ensuring uniformity in policies, can sometimes limit the responsiveness of the police to local needs and challenges. Maina's study emphasized that while centralized decisions provide clear directives, they may not always be the most effective in addressing specific security concerns at the local level. This finding aligns with broader global research, which suggests that centralized decision-making in policing can be both a strength and a limitation, depending on the context and the flexibility of the system.

RESEARCH METHODOLOGY

Research Design

Descriptive research design was used to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusion from the facts discovered. This is because descriptive study is concerned with finding out the what, where and how of a phenomenon (Lune & Berg, 2021). This study adopted the positivism approach, which advocates for application of the methods of the natural sciences to the study on social reality and more. A positivist philosophy is premised on the belief that reality is stable and can be observed and described from an objective view point without interfering with the phenomenon being observed (Bell, Bryman & Harley, 2023).

Target Population

The target population of the study was of 9140 officers, who had undergone leadership and command training of the national police service by January 2021 and who cut across the ranks from corporal of police up to senior assistant inspector general and have been deployed in various department and units within the national police service in Kenya form where they share

a common command and leadership platform (Police Personnel Data, 2021). The officers were selected from the various ranks and departments within the national police service because they have undergone leadership and command training of the national police service. This is illustrated in Table 1:

Table 1: Target Population

Rank	Number of Officers	Total Number
Senior Assistant inspector general	18	2580
Assistant inspector general	75	
Commissioner of police	287	
Senior superintendent of police(SSP)	550	
Superintendent of police(SP)	700	
Assistant Superintendent of police (ASP)	950	
Chief inspector	1150	2360
Inspector	1210	
Senior Seargent	1450	5058
Seargent	1658	
Corporal	1950	
Total	**9998**	**9998**

The sampling frame of the study was the list of all the police officers who had undergone leadership and command training of the national police service by January 2021 obtained from Police Personnel Resource Data.

Sample Size and Sampling Technique

This study used two stages of probabilistic sampling techniques to select the required sample from the target population of 9998 police officers, because of the populations' homogenous characteristics (Kothari, 2004).

The fisher's formula was used to determine the appropriate sample size of this study. The researcher assumed 95% desired level of confidence, which is equivalent to standardized normal deviate value of 1.96, and an acceptable margin of error of 5% (standard value of 0.05.).

$$n = \frac{z^2 pq}{e^2} = 384$$

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2} = 384$$

The 384 sampling units was distributed to the conveniently identified population using the systematic stratified sampling technique using the formula

Table 2: Sample Size Distribution

Stratum	Total number	Sample Size (n)
Gazetted officers (GOs)	2580	99
Members of Inspectorate	2360	91
Non- commissioned officers(NCOs)	5058	194
Total	**9998**	**384**

Data Collection Instruments

Mertens (2014) define research instruments as tools for collecting data. The study collected both secondary and primary data. The secondary data was collected from the journals, books and published academic references. The study used primary data (qualitative and quantitative)

which included questionnaires and interview guide. The questionnaires were used to collect data from different cadres of Police Officers in the National Police Service in Kenya.

The questionnaires items were classsified into three (3) sub sections; I contains statements background information of the police officers, section II on administrative decisions and section III on Perfomance of National Police Service. The questionnaires were pilot tested to ascertain the extent to which the instrument could collect the intended data and eliminate ambiguous questions, and improve on validity and reliability. The study further carried out interviews using interview guides for qualitative data (Appendix 3) for police officers, who had undergone leadership and command training of the national police service by January 2021.

Pilot Testing

Before a survey is carried out all aspects of the questionnaire as a survey instrument should undergo a pilot test (Yin, 2019). Pre-testing enables the researcher to modify and remove ambiguous items on instruments (Lune & Berg, 2023). A pilot test was conducted to detect weaknesses in design, instrumentation and to provide proxy data for selection of probability sample. Pilot test enables the researcher to identify and eliminate any problems that may exist in a questionnaire (Best & Kahn, 2023) and examine the reliability and validity for measures used in the questionnaire (Yin, 2019). A pilot study was conducted with 4% - 10% of the sample population (Creswell & Clark, 2023). Thus, the pilot study comprised of 20 respondents that was 5% of the sample size from Nairobi region.

Data Analysis and Presentation

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision-making (Creswell & Poth, 2019). All the data collected through the questionnaires were edited for completeness and consistency to validate the initial field findings. Data was analyzed in a designed SPSS version 20 template through variable definition files generated from the questionnaires. Quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was analyzed by the use of content analysis. Content analysis involves grouping topics into meaningful segments, coding and analyzing them into categories.

Qualitative data was summarized by editing, paraphrasing and summarizing so as to get meaning from it. Using content analysis technique, qualitative data was coded and then the data was categorized and analyzed depending on their categories. The study used both descriptive and inferential statistics to analyses the quantitative data. Descriptive statistics describe and summarize the data in a meaningful way using charts, tables and bars while inferential statistics draw conclusions on the analyzed data thus helping in generalization. Therefore, charts, tables and bars formed part of the analysis for presentation of results. Predictions based on the results of the analysis were made and the results generalized on the population of study given that the test sample was part of the population.

To test the combined influence of administrative decision on the dependent variable, a multiple regression model was fitted. The model sought to estimate the joint influence of the independent variables on performance of National Police Service in Kenya. The multiple regression model is given by the equation below;

$Y = \beta_0 + \beta_1 X_1 + \in$ ………………Equation (1)

Where: $\boldsymbol{\beta_1}$ is the regression coefficients of the predictors in the model.; SD – performance of National Police Service in Kenya; β_0 – The intercept of the equation (Constant term)

X_1 – Administrative decision; ε – The error term

FINDINGS, ANALYSIS AND DISCUSSIONS

Descriptive Statistics

All the variables (Administrative decisions and performance of national police service) were measured using five-point Likert scale. Descriptive statistics were obtained through running the statements of each objective using descriptive custom table. The mean and the standard deviations were obtained through running the descriptive statistics.

Administrative decisions

The first objective of the study was to establish the effect of administrative decisions on performance of national police service in Kenya. Then responses were rated on a five-point Likert scale as presented in the table 3. The results in Table 3 indicated that 2.6% strongly disagreed, 6.3% disagreed, and 32.8% neutral, 42.1% greed and 16.2% strongly agreed that police deployments are made fairly. Findings on police transfers are carried out based on professionalism. 2.6% strongly disagreed, 12.9% disagreed, 29.5% neutral, 40.6% agreed and 14.4% strongly agreed. The findings also revealed that 2.6% strongly disagreed, 8.1% disagreed, 29.9% neutral, 38.4% agreed and 21.0% strongly agreed that there is regular capacity building programs for all police officers.

Also the findings revealed that 2.6% strongly disagreed, 10.0% disagreed, 29.9% neutral, 39.9% agreed and 17.7% strongly agreed that there is equal promotion opportunities for all officers. The results showed that 3.7% strongly disagreed, 10.3% disagreed, 25.5% neutral, 36.9% agreed and 23.6% strongly agreed that NPS recognizes international certifications. My welfare is catered for fairly 3.7% strongly disagreed, 6.6% disagreed, 30.6% neutral, 43.2% agreed and 15.9% strongly agreed. The findings also indicated that 4.4% strongly disagreed, 10.7% disagreed, 26.2% neutral, 35.1% agreed and 23.6% strongly agreed that I'm conversant with NPS core mandates. Police actions are guided by NPS standing orders. 4.4% strongly disagreed, 7.4% disagreed, 31.4% neutral, 42.4% agreed and 14.4% strongly agreed. For there is fair disciplinary process within the NPS. 5.5% strongly disagreed, 26.2% disagreed, 30.6% neutral, 27.3% agreed and 10.3% strongly agreed. Finally, for if Annual Performance appraisal motives my commitment to work 1.9% strongly disagreed, 7.4% disagreed, 23.0% neutral, 44.1% agreed and 23.7% strongly agreed.

Table 3: Administrative decisions

	SD	D	N	A	SA	Mean	Std. Dev.
Police deployment are made fairly.	2.6%	6.3%	32.8%	42.1%	16.2%	3.63	.917
Police transfers are carried out based on professionalism.	2.6%	12.9%	29.5%	40.6%	14.4%	3.51	.977
There is regular capacity building programs for all police officers.	2.6%	8.1%	29.9%	38.4%	21.0%	3.67	.981
There is equal promotion opportunities for all officers.	2.6%	10.0%	29.9%	39.9%	17.7%	3.60	.976
NPS recognizes international certifications.	3.7%	10.3%	25.5%	36.9%	23.6%	3.66	1.062
My welfare is catered for fairly.	3.7%	6.6%	30.6%	43.2%	15.9%	3.61	.956
I'm conversant with NPS core mandates.	4.4%	10.7%	26.2%	35.1%	23.6%	3.63	1.091
Police actions are guided by NPS standing orders.	4.4%	7.4%	31.4%	42.4%	14.4%	3.55	.976
There is fair disciplinary process within the NPS.	5.5%	26.2%	30.6%	27.3%	10.3%	3.11	1.078
Annual Performance appraisal motives my commitment to work.	1.9%	7.4%	23.0%	44.1%	23.7%	3.80	.946
Average	**3.40%**	**10.59%**	**28.94%**	**39.00%**	**18.08%**	**3.5770**	**0.9960**

On a five-point scale, the average mean of the responses was 3.577 which mean that majority of the respondents agreed with the statements, however the answers were varied as shown by a standard deviation of 0.9960. Results from the questionnaire were supported by those from the key informant interviews. The key informants were asked whether and how administrative decisions played a role in Performance of National Police Service in Kenya.

Influence of administrative decisions on Performance of National Police Service

Under the first objective, the study sought to establish the effect of administrative decisions on performance of national police service in Kenya. The regression analysis was conducted to test the amount of variance in performance of National Police Service in Kenya (dependent variable) accounted for by administrative decisions (independent variable) analysis. It was hypothesized that:

H_{01}: Administrative decisions has no significant influence on Performance of National Police Service in Kenya.

To test this hypothesis, the model $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ was fitted. Where Y is performance of the National Police Service in Kenya and X1 is administrative decisions. Regression model summary results in Table 4 indicate the goodness of fit for the regression between administrative decisions and performance of National Police Service in Kenya was satisfactory in the linear regression model. An R squared of 0.259 indicates that 25.9 % of the variations in performance of National Police Service in Kenya are explained by the variations in administrative decisions However, the model failed to explain at least 74.1% of the variation in performance of National Police Service in Kenya. This means that there are other factors associated with performance of National Police Service in Kenya which were not explained by the model. The correlation coefficient of 0.509 indicates administrative decisions has a positive correlation with performance of National Police Service in Kenya.

Table 4: Model Summary for Administrative decisions and Performance of NPS

R	R Square	Adjusted R Square	Std. Error of the Estimate
.509	.259	.256	.61523

The ANOVA results Table 5 shows that ($F_{(1,269)} = 94.047$, $p < 0.05$) hence the model was statistically significant. The findings imply that Administrative decisions was statistically significant in explaining performance of national police service in Kenya. Therefore, at $p < 0.05$ level of significance, the null hypothesis (H_01) which states that; "*administrative decisions has no significant influence on performance of national police service in Kenya*" was rejected implying that Administrative decisions has a significant influence on performance of national police service in Kenya. This implies that a unit increase in administrative decisions would lead to improvement in Performance of National Police Service by 0.530 units. The results implied that Administrative decisions is a good predictor of Performance of National Police Service. The results corroborate that of Smith and Mwangi (2020) who noted that decisions regarding recruitment, promotion, and disciplinary actions affect the quality and morale of police personnel, which in turn impacts the service's ability to perform its duties effectively. The results were also supported by Wanjiku and Muthoni (2024) effective leadership within the National Police Service is essential for setting strategic objectives, fostering a culture of professionalism and integrity, and inspiring confidence among officers and the public hence improving the overall performance of national police service.

Table 5: ANOVA statistics for Administrative decisions and Performance of NPS

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	35.598	1	35.598	94.047	.000[b]
Residual	101.819	269	.379		
Total	137.417	270			

Regression of coefficients results in Table 7 shows that there is a positive and significant relationship between administrative decisions and Performance of National Police Service in Kenya. This was supported by the t values whereby t cal= 9.698> t critical =1.96 at a 95 percent confidence level which depicts that the null hypothesis was rejected. Further, this confirms the positive effect of administrative decisions on Performance of National Police Service in Kenya. The fitted equation is as shown below: Y= 1.869+ 0.530X3 that is Performance of National Police Service in Kenya = 1.869+ 0.530 administrative decisions. The study corroborates with Ondimu and Odhiambo (2021) who found out that the hierarchical structure within the national police service provides clarity regarding lines of authority, delineating roles and responsibilities at each level of command hence enabling efficient decision-making, and promoting coordination among different units. The study further collaborates with that of Waweru and Mwangi (2020) who noted that a clear chain of command is established within the NPS, with officers reporting to their immediate superiors and ultimately to higher-ranking officials ensures that orders and directives are communicated effectively.

Table 6: Regression Coefficients for administrative decisions and Performance of NPS

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.869	.199		9.392	.000
administrative decisions	.530	.055	.509	9.698	.000

Hypothesis Testing For Administrative Decisions and Performance Of National Police Service

The hypothesis was tested by using linear regression. The acceptance/rejection criteria were that, if the p value is greater than 0.05, the Ho1 fails to be rejected but if it is less than 0.05, then Ho1 is rejected. The null hypothesis was that "*administrative decisions has no significantly influence on Performance of National Police Service in Kenya*" Results in **Table 6** show that the p-value was 0.000<0.05. This indicated that the null hypothesis was rejected hence Administrative decisions has significant influence on Performance of National Police Service in Kenya.

CONCLUSION AND RECOMMENDATIONS

Conclusion

From the study findings, it was concluded that deployment and transfers enable the National Police Service to strategically allocate personnel based on security priorities, operational needs, and resource availability. It was also concluded that effective leadership within the National Police Service is essential for setting strategic objectives, fostering a culture of professionalism and integrity, and inspiring confidence among officers and the public. It was also concluded that Hierarchical structure enhances clear communication channels and this facilitates the flow of information, directives, and operational orders between different levels of command. It was further concluded that Fair and transparent promotion criteria may be associated with higher morale and job satisfaction among police personnel, contributing to better service performance.

Recommendations

The results indicated that Administrative decisions resulted to improved performance of National Police Service. The study recommends the national police service should make decisions related to budget allocation determine the availability of resources for training, equipment, and infrastructure, to directly influence the NPS's capacity to combat crime and maintain public safety.

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