

INSPIRING A SHARED VISION PRACTICE AND SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN KENYA

¹Nyaanga Magara Patrick, ²Prof. Gregory S. Namusonge, (PhD), ³Dr. Samson Nyangau Paul (PhD) & ⁴Regina Kamande

¹PhD Scholar, Leadership and Governance, Jomo Kenyatta University of Agriculture and Technology, Kenya

²Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

³Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

⁴PhD Scholar, Security Studies, Kenyatta University, Kenya

Email of the corresponding author: patrickonyanga7@gmail.com

Publication Date: August 2025

ABSTRACT

Statement of the Problem: The National Police Service (NPS) in Kenya is tasked with maintaining law and order and ensuring public safety. However, challenges persist in delivering consistent and high-quality services. One critical yet underexplored area is the influence of visionary leadership, particularly the role of a shared organizational vision, on service delivery outcomes within the NPS.

Purpose of the Study: This research explored how the promotion of a shared vision among personnel within the NPS affects the quality and effectiveness of service delivery. The study was grounded in the principles of transformational leadership theory, focusing on how future-oriented leadership can shape organizational performance.

Research Methodology: A mixed-methods research approach was adopted, integrating both quantitative and qualitative techniques. Data was collected through structured surveys and in-depth interviews with officers and administrative personnel. The study employed stratified sampling to ensure representation across ranks and departments. Analytical tools included statistical correlation and thematic analysis.

Findings: Results indicated a significant positive relationship between visionary leadership and service performance. Officers who reported alignment with a shared organizational vision also reported higher levels of motivation, accountability, and public trust. The study found that clearly communicated goals and consistent leadership messaging were associated with improved service outcomes.

Conclusion: The research concludes that fostering a shared vision within the NPS enhances both internal organizational performance and external public perception. Visionary leadership practices positively influence service delivery, staff morale, and public confidence in policing institutions.

Recommendations: The study recommends the implementation of structured leadership training programs within the NPS that emphasize vision development, communication, and alignment. It also encourages leadership to involve personnel at all levels in the vision-building process to ensure widespread ownership and commitment.

Keywords: *Inspiring a Shared Vision, Service Delivery, National Police Service, Kenya*

BACKGROUND OF THE STUDY

The National Police Service (NPS) in Kenya occupies a pivotal position in the country's security architecture, bearing the fundamental responsibility of ensuring public safety, maintaining law and order, and safeguarding national security interests. As the primary law enforcement agency, the NPS serves as the critical interface between the state and citizens, with its effectiveness directly influencing public confidence in government institutions and the overall stability of society. The service operates within an environment characterized by diverse security challenges, ranging from conventional crime to emerging threats such as terrorism, cybercrime, and transnational organized crime, all of which demand adaptive and responsive leadership approaches.

Despite its constitutional mandate and critical societal role, the service delivery of the NPS has been persistently undermined by multifaceted challenges that have eroded public confidence and operational effectiveness. These challenges encompass systemic issues such as public mistrust rooted in historical grievances, operational inefficiencies stemming from inadequate resources and outdated procedures, and structural constraints that limit the service's capacity to respond effectively to contemporary security demands (Transparency International, 2021). The prevalence of corruption, inefficiency, and accountability deficits has created a pressing need for innovative leadership approaches that can transform organizational culture, enhance operational effectiveness, and restore public trust in the police service (Kivoi, 2021).

The concept of inspiring a shared vision emerges as a particularly relevant leadership approach within this context, representing a core component of transformational leadership theory that has demonstrated significant potential for organizational transformation. This leadership practice involves the articulation and communication of a compelling future direction that transcends individual interests and creates collective commitment toward common organizational objectives (Fledderus, 2006). When effectively implemented, inspiring a shared vision serves as a unifying force that aligns individual aspirations with institutional goals, fostering a sense of purpose and direction that can motivate personnel to exceed conventional performance expectations and embrace organizational change initiatives (Northouse, 2018).

The practice of inspiring a shared vision directly influences service delivery through several mechanisms that transform how police officers perceive their roles and execute their duties. When police leaders successfully articulate and promote a compelling organizational vision, officers develop a clearer understanding of their contribution to broader societal safety and security objectives, leading to improved motivation and professional commitment (Northouse, 2018). This enhanced sense of purpose translates into better service delivery as officers align their daily activities with the organization's long-term goals, resulting in more consistent, professional, and community-oriented policing practices. The shared vision becomes a guiding framework that influences decision-making at all levels, from strategic planning to front-line service delivery interactions with the public.

Within the specific context of the NPS, the application of visionary leadership principles holds particular promise for addressing longstanding operational challenges and enhancing service

delivery outcomes. The nature of police work, which often involves high-stakes decision-making under pressure, requires officers who are not only technically competent but also deeply committed to the organizational mission and values. When police leaders successfully inspire a shared vision, they create an environment where officers understand their role within the broader organizational purpose, leading to improved dedication, enhanced professional conduct, and ultimately superior service delivery to the public (Northouse, 2018). Research on leadership practices within the Kenyan police service has identified the critical need for transformational approaches that can address systemic challenges and improve organizational performance (Onyango, 2021).

Contemporary research in public sector leadership has consistently demonstrated that effective leadership practices directly and significantly impact organizational success and service quality outcomes across various governmental institutions. The unique characteristics of public sector organizations, including their accountability to multiple stakeholders, bureaucratic structures, and mission-driven orientation, make them particularly responsive to transformational leadership approaches that emphasize vision, inspiration, and collective commitment (Kettunen & Kantola, 2021). These findings suggest that leadership interventions focused on vision development and communication could yield substantial improvements in organizational performance within public sector contexts, including law enforcement agencies, where the quality of leadership directly influences service delivery outcomes.

The mechanism through which inspiring a shared vision enhances service delivery operates at both individual and organizational levels within police services. At the individual level, officers who connect with a compelling organizational vision demonstrate increased job satisfaction, higher levels of discretionary effort, and stronger commitment to professional standards, all of which directly translate into improved service quality (Fledderus, 2006). At the organizational level, a well-articulated shared vision creates consistency in service delivery approaches across different units and geographical areas, reducing variability in police responses and ensuring that citizens receive uniform quality of service regardless of their location or the specific officers they encounter. This consistency becomes particularly important in building public trust and confidence in police services, as communities develop predictable expectations about police behavior and service quality.

However, despite the growing body of literature on transformational leadership in public organizations, there remains a significant research gap regarding the specific impact of inspiring a shared vision on service delivery within the Kenyan police service context. This gap is particularly concerning given the unique operational, cultural, and institutional factors that characterize policing in Kenya, including the legacy of colonial policing structures, ongoing constitutional reforms, and the socio-political environment within which the NPS operates (Onyango, 2021). The limited empirical evidence available on this relationship constrains the development of evidence-based leadership development programs and reform initiatives that could enhance the effectiveness of the NPS.

The organizational restructuring efforts undertaken within the NPS represent another critical dimension that must be considered when examining the relationship between visionary leadership and service delivery outcomes. These restructuring initiatives, which have been implemented with the aim of improving operational efficiency, enhancing accountability mechanisms, and modernizing police operations, create a dynamic organizational environment that may significantly influence how leadership practices affect performance outcomes (Burke, 2017). The interaction between restructuring efforts and visionary leadership practices may either amplify or diminish the impact of inspiring a shared vision on service delivery, making it essential to understand these moderating effects within the context of organizational change theory and practice.

The importance of understanding how leadership fosters shared motivation and aligns individual goals with institutional missions becomes even more pronounced within the policing context, where the quality-of-service delivery directly affects public safety and social stability. Police organizations operate where individual officer decisions and actions can have far-reaching consequences for community relations, public trust, and organizational legitimacy. In this context, leaders who can effectively inspire a shared vision create a foundation for consistent, professional, and community-oriented policing that enhances both operational effectiveness and public satisfaction (Ochieng & Juma, 2019). The practice of inspiring a shared vision becomes particularly crucial in addressing the disconnect between police actions and community expectations, as it helps officers understand how their contributions support broader community safety and security objectives.

Thus, the study examined the influence of inspiring a shared vision practice on service delivery in the National Police Service in Kenya. Given the ongoing transformation efforts within the NPS from a colonial-era force focused primarily on regime protection to a modern, professional, and community-oriented police service, understanding how visionary leadership practices affect service delivery outcomes becomes critical for successful organizational reform (Kivoi, 2021). The development of learning organization capabilities that support continuous improvement and adaptation, as emphasized by contemporary organizational theorists (Elkjaer, 2021; Hariharan & Anand, 2023), provides the foundation for embedding transformational leadership practices into organizational routines and achieving sustainable improvements in police service delivery and public confidence in law enforcement institutions.

STATEMENT OF THE PROBLEM

Despite the critical role of the NPS in national security and public service, there have been persistent concerns regarding the quality and efficiency of services provided. Public perceptions often reflect dissatisfaction with police services, citing issues such as corruption, inefficiency, and lack of accountability. These concerns underscore the need for effective leadership practices that can drive organizational change and improve service delivery (Kivoi, 2021). Inspiring a shared vision, as a component of transformational leadership, has been identified as a potential catalyst for positive change within organizations. However, its specific impact on service delivery within the NPS remains underexplored. Understanding how this leadership practice influences service outcomes is crucial for developing strategies to enhance the effectiveness and public perception of the NPS (Onyango, 2021). This study sought to address this gap by examining the relationship between inspiring a shared vision and service delivery in the NPS. The findings aimed to provide empirical evidence that can inform leadership development programs and policy decisions aimed at improving the performance of the NPS.

RESEARCH OBJECTIVE

To determine the influence of inspiring a shared vision practice on service delivery in the National Police Service in Kenya.

RESEARCH HYPOTHESIS

H₀: Inspiring a shared vision practice does not significantly influence service delivery in the National Police Service in Kenya.

H₁: Inspiring a shared vision practice significantly influences service delivery in the National Police Service in Kenya.

THEORETICAL FRAMEWORK

This study was anchored in two key theoretical perspectives: Learning organization theory and transformational leadership theory, which jointly provide a comprehensive understanding of how leadership practices such as inspiring a shared vision affect service delivery in public institutions like the National Police Service (NPS) of Kenya.

Learning Organization Theory

Learning Organization Theory, popularized by Peter Senge (1990), emphasizes the capacity of organizations to foster continuous learning, adaptability, and strategic alignment among members. A core component of this theory is the development of a shared vision, which enables individuals to align personal aspirations with collective goals (Senge, 1990; Hariharan & Anand, 2023). In policing contexts, this vision can act as a unifying force, motivating officers to engage in innovative problem-solving, embrace change, and continuously improve performance in service delivery. Within the NPS, leaders who promote a shared vision contribute to a culture where learning is institutionalized, and knowledge is used as a tool for transformation. This approach helps address longstanding issues such as inefficiency and low morale by embedding learning mechanisms in daily operations (Akella, 2021; Elkjaer, 2021). A learning organization thus provides the strategic foundation for developing proactive leadership and responsive service systems.

Transformational Leadership Theory

Transformational Leadership Theory, introduced by Burns (1978) and expanded by Bass (1985), underscores the role of leaders in transforming follower attitudes and behaviors by articulating a compelling vision, fostering trust, and encouraging innovation. A key dimension of transformational leadership is inspiring a shared vision, which entails clearly communicating

organizational goals, stimulating enthusiasm, and aligning team efforts with long-term strategic directions (Northouse, 2018). In the NPS context, such leadership behaviors are critical for enhancing commitment and professionalism among officers. Research suggests that when police leaders consistently articulate a shared vision, they build legitimacy and trust, which are essential for effective public service delivery (Kettunen & Kantola, 2021). Moreover, transformational leadership can mitigate resistance to institutional reforms and facilitate the implementation of performance-based structures, particularly in times of organizational restructuring (Burke, 2017).

Hence, by integrating learning organization theory and transformational leadership theory, this study situates the concept of "inspiring a shared vision" as both a leadership behavior and a systemic organizational practice. This dual perspective acknowledges that leadership in public institutions like the NPS must not only motivate individuals but also embed vision-driven change into structural and cultural processes. Together, these theories offer a robust lens to assess how visionary leadership, aligned with continuous learning and adaptive structures, can elevate the quality of policing services in Kenya.

CONCEPTUAL FRAMEWORK

The conceptual framework posits that inspiring a shared vision (independent variable) positively influences service delivery (dependent variable) within the NPS. Organizational restructuring is considered a moderating variable that may enhance or diminish this relationship.

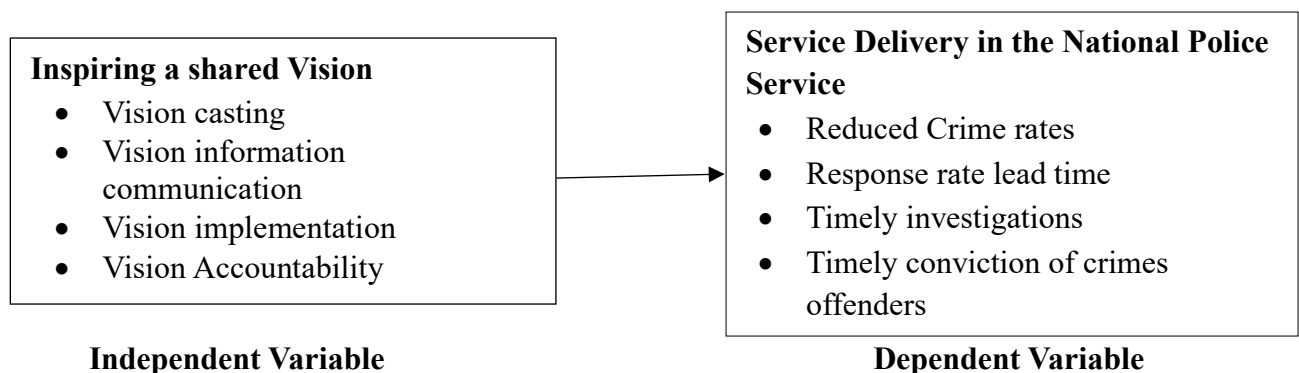


Figure 1: Conceptual Framework

In this model, inspiring a shared vision functions as the independent variable, based on the premise that leaders who effectively communicate and instill a common organizational goal are more likely to drive improvements in performance and public service outcomes. Service delivery is positioned

as the dependent variable, representing the measurable results of leadership efforts in meeting institutional objectives and community needs. By integrating these variables, the conceptual framework provides a structured approach to understanding how leadership practices, when situated within dynamic organizational contexts, contribute to enhanced service delivery outcomes.

EMPIRICAL LITERATURE

Previous research has established a link between transformational leadership and improved organizational performance across various sectors. Studies indicate that leaders who inspire a shared vision can enhance employee motivation, job satisfaction, and overall performance. In the public sector, including law enforcement agencies, such leadership practices have been associated with increased efficiency and better service delivery. In the Kenyan context, studies have highlighted challenges within the NPS, such as inadequate resources, corruption, and low morale among officers. However, there is limited empirical evidence on the impact of specific leadership practices, like inspiring a shared vision, on service delivery within the NPS. This gap underscores the need for targeted research to explore how such leadership practices can address existing challenges and improve service outcomes. Furthermore, research on organizational restructuring suggests that changes in organizational structure can influence performance outcomes. In the NPS, recent restructuring efforts aimed at enhancing efficiency and accountability may interact with leadership practices to affect service delivery. Understanding this interaction is crucial for developing comprehensive strategies to improve the NPS's performance.

RESEARCH METHODOLOGY

A mixed-methods approach was employed, combining quantitative surveys and qualitative interviews to provide a comprehensive analysis of the influence of inspiring a shared vision on service delivery. The target population comprised officers within the NPS across various ranks and units. A stratified random sampling technique was used to ensure representation from different regions and departments. Data were collected using structured questionnaires for the quantitative component and semi-structured interview guides for the qualitative component. Quantitative data were analyzed using statistical methods, including correlation and regression analyses, to

determine the relationship between inspiring a shared vision and service delivery. Qualitative data were analyzed thematically to identify recurring patterns and insights.

RESULTS AND DISCUSSION

The study results are presented and analyzed in distinct sections to provide a comprehensive examination of the findings. This structured approach enables a systematic evaluation of the relationship between inspiring a shared vision and service delivery within the National Police Service in Kenya.

Descriptive Analysis

Table 1 presents the descriptive statistics for the variable "Inspiring a Shared Vision," including mean scores, standard deviations, and frequency distributions.

Table 1: Descriptive Statistics for Inspiring a Shared Vision

Statements	SD	D	N	A	SA	M	SDv
Leadership inspires a shared vision	6.7%	7.1%	10.9%	36.1%	39.1%	3.94	1.18
The vision information is well communicated to all	11.3%	16.8%	21.8%	32.4%	17.6%	3.28	1.26
The vision is implemented at every step of the operations.	15.1%	25.6%	20.6%	26.1%	12.6%	2.95	1.28
The police officers account for vision progress regularly	13.9%	20.6%	21.0%	31.5%	13.0%	3.09	1.26
The legal framework guiding the shared vision is adhered to.	14.3%	17.6%	20.2%	34.0%	13.9%	3.16	1.27
Inspiring a shared vision among the police improves service delivery	5.5%	7.1%	9.2%	34.5%	43.7%	4.04	1.15

Table 1 presents the descriptive statistics for the variable "Inspiring a Shared Vision," highlighting how respondents perceive leadership's role in creating and promoting a unified organizational vision. The data indicate that a majority of respondents agree that leadership effectively inspires a

shared vision, as shown by a high mean score of 3.94. However, communication of this vision to all members is less consistent, with a moderate mean of 3.28, suggesting some challenges in ensuring everyone fully understands the vision. Additionally, the implementation of the vision at operational levels scored lower, indicating that translating the vision into everyday activities may not be fully realized. The responses also reveal mixed perceptions regarding accountability and adherence to guiding frameworks, with mean scores slightly above average (around 3.1 to 3.2), implying moderate consistency in these areas. Importantly, the belief that inspiring a shared vision improves service delivery received the strongest agreement, with a mean of 4.04, underscoring the recognized impact of visionary leadership on organizational performance. These findings collectively suggest that while leadership successfully motivates a shared vision, efforts to enhance communication, implementation, and monitoring could further strengthen organizational outcomes.

Inferential analysis

Inferential analysis involves statistical techniques that allow researchers to make inferences and draw conclusions about a population based on sample data, extending beyond mere description of the observed data to test hypotheses and determine the significance of relationships between variables. In this study, inferential analysis was employed to examine the statistical relationship between inspiring a shared vision and service delivery in the National Police Service, enabling to determine whether the observed associations could be generalized to the broader NPS population and to test the research hypothesis. The inferential analysis comprised three key components: the model summary, which assessed the strength of the relationship and the proportion of variance in service delivery explained by inspiring a shared vision; the ANOVA (Analysis of Variance), which tested the overall statistical significance of the regression model and determined whether the relationship occurred by chance and the regression coefficients, which quantified the specific nature, direction, and magnitude of the relationship between the independent variable (inspiring a shared vision) and the dependent variable (service delivery), while also testing the statistical significance of individual predictors in the model.

Model Summary

Table 2 summarizes the model fit for the regression analysis examining the influence of inspiring a shared vision on service delivery.

Table 2: Model Summary for Inspiring a Shared Vision

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.295	.087	.083	4.31808

The study results in Table 2 showed that inspiring a shared vision achieved an R-squared value of 0.087. This finding implies that inspiring a shared vision accounts for 8.7% of the variation in service delivery within the National Police Service in Kenya. The R-squared value suggests that while inspiring a shared vision is a significant predictor of service delivery improvements, other variables not included in this model account for the remaining 91.3% of the variance, indicating that service delivery in the NPS is influenced by a broad range of organizational, environmental, and individual factors. This finding aligns with the reality of public sector organizations where service delivery outcomes are typically determined by multiple interconnected variables including resource availability, training, organizational structure, external pressures, and individual officer characteristics. The 8.7% variance explained by inspiring a shared vision demonstrates that visionary leadership practices represent a meaningful but not dominant factor in determining service delivery quality, suggesting that while important, this leadership approach should be implemented alongside other organizational improvement strategies to achieve optimal service delivery outcomes.

ANOVA

Table 3 presents the ANOVA results for the regression model, indicating the statistical significance of the model.

Table 3: ANOVA for Inspiring a Shared Vision

	Sum of Squares	df	Mean Square	F	Sig.
Regression	419.891	1	419.891	22.519	.000
Residual	4400.427	236	18.646		
Total	4820.317	237			

The study results in Table 3 indicates that the ANOVA analysis yielded an F-statistic of 22.519 with a significance value of 0.000. This finding implies that the regression model is statistically significant at the conventional alpha level of 0.05, providing strong evidence that the observed relationship between inspiring a shared vision and service delivery is not due to random chance or sampling error. The F-statistic of 22.519 represents a substantial value that exceeds the critical threshold required for statistical significance, indicating that the variation in service delivery explained by inspiring a shared vision is significantly greater than what would be expected by chance alone. The significance value of 0.000 ($p < 0.05$) demonstrates an extremely low probability that the observed relationship occurred randomly, providing robust statistical support for rejecting the null hypothesis that inspiring a shared vision has no effect on service delivery. This statistical significance validates the reliability of the model and confirms that inspiring a shared vision constitutes a legitimate predictor of service delivery outcomes within the National Police Service context. The ANOVA results therefore provide the statistical foundation for concluding that leadership practices focused on inspiring a shared vision can meaningfully influence service delivery performance, supporting the theoretical proposition that transformational leadership behaviors have measurable impacts on organizational outcomes in public sector institutions.

Regression Coefficients

Table 4 presents the regression coefficients, showing the strength and direction of the relationship between inspiring a shared vision and service delivery.

Table 4: Regression Coefficients for Inspiring a Shared Vision

	Unstandardized		Standardized		Sig.
	B	Std. Error	Beta	t	
(Constant)	8.442	.756		11.162	.000
Inspired Shred Vision	.347	.073	.295	4.745	.000

The study results showed that the regression coefficients analysis yielded a beta coefficient of 0.347 with a significance value of 0.000 for inspiring a shared vision, as presented in Table 4. This finding implies that there exists a statistically significant positive relationship between inspiring a shared vision and service delivery within the National Police Service, where each unit increase in inspiring a shared vision practice corresponds to a 0.347 unit increase in service delivery performance. The positive direction of this relationship confirms that enhanced visionary leadership practices directly contribute to improved service delivery outcomes, supporting the theoretical expectation that transformational leadership behaviors generate positive organizational results. The t-statistic of 4.745 with a significance level of 0.000 ($p < 0.05$) provides robust statistical evidence that this relationship is not attributable to chance, confirming the reliability and validity of the observed association. The constant term of 8.442 represents the baseline level of service delivery when inspiring a shared vision practices are absent, suggesting that while some level of service delivery exists independently, the addition of visionary leadership practices substantially enhances performance outcomes. These coefficients collectively demonstrate that inspiring a shared vision constitutes a statistically significant and practically meaningful factor in predicting and improving service delivery within the NPS context. The regression equation is given as:

$$Y = 8.442 + 0.347 X_1$$

Y = Service delivery and X_1 = Inspiring a Shared Vision

Discussion of Findings

The findings from the descriptive analysis indicate that while there is recognition of leaders' efforts to inspire a shared vision, the extent to which this practice is perceived as effective varies among officers. This variability may be attributed to differences in leadership styles, communication effectiveness, and the consistency of vision articulation across different units within the NPS. The regression analysis further corroborates the positive relationship between inspiring a shared vision and service delivery. The significant R-squared value and positive regression coefficient suggest that leadership practices that effectively communicate and embody a shared vision can lead to improved service outcomes. This finding aligns with transformational leadership theory, which posits that inspiring a shared vision can motivate followers to achieve higher levels of performance.

The ANOVA results confirm the overall significance of the regression model, indicating that the observed relationship is not due to chance. This strengthens the argument for the importance of inspiring a shared vision as a leadership practice within the NPS. Collectively, these findings highlight the critical role of leadership in shaping service delivery within the NPS. Leaders who effectively inspire a shared vision can foster a motivated and committed workforce, leading to enhanced service outcomes. However, the variability in perceptions suggests the need for consistent and widespread implementation of this leadership practice across all levels of the organization.

CONCLUSION

The study concludes that inspiring a shared vision significantly influences service delivery within the National Police Service in Kenya. Leadership practices that effectively communicate and embody a compelling vision can enhance officer motivation, commitment, and performance, leading to improved service outcomes. These findings underscore the importance of leadership development programs that focus on cultivating the ability to inspire a shared vision among NPS leaders.

RECOMMENDATIONS

The following recommendations are derived from the study findings to enhance the effectiveness of inspiring a shared vision practice in improving service delivery within the National Police Service in Kenya.

Management Recommendations

- i. **Implement tailored leadership development initiatives:** The National Police Service should introduce targeted training programs, such as workshops, mentoring, and coaching, designed to equip leaders with the skills to inspire a shared vision, manage resources effectively, nurture talent, and drive organizational change.
- ii. **Establish comprehensive performance management systems:** The service should develop robust mechanisms for regularly monitoring and evaluating leadership practices. These systems would enable the timely identification of areas needing improvement and provide constructive feedback to leaders, thereby enhancing their capacity to improve service delivery outcomes.
- iii. **Adopt strategic resource allocation and talent management approaches:** The government must prioritize investment in critical areas such as infrastructure, technology, training, and equipment while ensuring equitable distribution of resources. Additionally, focused recruitment and retention strategies are necessary to attract and keep skilled personnel, alongside fostering a culture of continuous improvement through innovation and feedback mechanisms.

Recommendations for Policymakers

- Develop and implement leadership development programs that focus on enhancing the ability to inspire a shared vision within the NPS.
- Integrate visionary leadership training into the curriculum of police academies and ongoing professional development initiatives.
- Establish mentorship programs where experienced leaders can guide and support emerging leaders in developing a shared vision.

- Encourage a culture of open communication and collaboration to facilitate the articulation and adoption of a shared vision across all levels of the NPS.

Acknowledgements

I wish to express my sincere gratitude to my supervisors, colleagues, and participants who contributed to this research. Their support and insights were invaluable throughout the study.

Conflict of Interest

The author declares no conflict of interest in the conduct and publication of this research.

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