

**EFFECTS OF LEADERSHIP STRATEGY ON PERFORMANCE OF  
GOVERNMENT SECURITY AGENCY**

**(A CASE OF NATIONAL POLICE SERVICE COMMISSION OF KENYA)**

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**Key Terms;** Democratic leadership, Performance improvement, Transactional leadership, Autocratic leadership

## ABSTRACT

*The purpose of this study was to establish the effects of leadership strategy on performance of government security agency and targeted the National Police Service Commission of Kenya as an area of study. Specifically, the study explores the effects of democratic leadership, transformational leadership, transactional leadership and authoritarian leadership on performance of the National Police Service Commission. The effects of leadership strategy and performance of government security agency has been the area of concern and there was need to explore the gaps, which exist between the two areas. The study reviews related literature, which supported the study gaps and necessitated the need for this study. This study used a descriptive research based on the perceptions of senior managers and the operational members of staff, who were used as the respondents of this study. A structured self-completed research questionnaire was administered by hand and collected after a period of two weeks. The component of analysis for this study was 150 employees, which formed the target population for this study. A stratified sampling technique was employed on various categories where 30% of the target population was selected to form the sample size of this study. The response rate of 93.3% from the respondents made it easier for the study to be carried out. Data collected was presented and analyzed using both descriptive and inferential statistics. The statistical package for social science was used to facilitate the data analysis. The study used correlation statistical analysis techniques to aid in establishing the relationship between independent variables and dependent variable. Analysis of variance, means, standard deviation, percentages, graphs and regression model were, used to ease the study findings and discussions. From the study findings, the statistics showed that there was a correlation of democratic leadership and performance with a correlation figure of 0.047, transformation leadership and performance with a correlation figure of 0.089, transactional leadership and performance with a correlation figure of 0.023 and authoritarian leadership and performance with a correlation figure of 0.103. The conclusion of this study showed that the use of democratic leadership and transformational leadership was not fully embraced within the organization, transactional leadership was disputed by the respondents who indicated that its use in the organization may cause high staff turnover and that authoritarian leadership affects efficiency and effective performance negatively. From the conclusions of the study, the study recommended that the organization should embrace democratic leadership but more emphasis should be given transformation leadership. Care should be taken when transactional leadership is to be practiced since it has its short falls and authoritarian should be used as the last resort and needs to be discouraged if efficiency and effective performance is to be realized within the organization.*

**Background of the Study**

According to Mohammad et al. (2012), performance is the ability both in physical and psychological to execute a specific task in a specific manner that can be measured as high, medium or low in scale. From the reviews of related literatures, some scholars believe that leadership strategy enhances organizational performance (Obiwuru et al. 2011). Fenwick and Gayle (2008), argues that there has been missing link in understanding the relationship between leadership strategy and organization performance, which needs to be bridge. Saowalux and Peng (2007), argued that among the theories of leadership strategies, transformational leadership and transactional leadership are the most prominent leadership strategies which enhance organization performance. Judge and Piccolo (2004), argued that a number of theories have revealed that transformational leadership is linked to organizational performance which provides a clear direction on the effort to improve the performance of government security agencies in the globe. Bryden (2014) argued that performance of a nation depends on the effective leadership strategy in place. Weisdurd (2003) argued that current trend shows that leadership strategy and performance links in government security agencies are in the decrease and requires drastic measures to bridge this gap. Muncie (2008) argued that reforms in the security sector are crucial in protecting public resources and enhancing performance of government's role in orchestrating development and providing necessary services with the aim to increase the gross domestic products of a nation. Osborne (2010) argued that globally, nations loses tax payers resources, skilled manpower and properties as a result of poor leadership strategy identified by organizations which results to slows growth of gross domestic product of a country. Ogbonna and Harris (2002) argued that the recent studies on leadership strategy on performance have given more emphasis on transformational leadership as measures of the

organization performance. Bass and Avolio (1993) argued that transformational leaders are inspired to be visionary and enthusiastic, with an inherent ability to motivate subordinates. Murphy et al. (2006) argued that most of the respected scholars on leadership had provided treatise to guide on the importance of leadership strategy on organizations performance. Turin et al. (2012), argued that some organizations' leaders who focus on doing the right things for the success of business plans are those who identify the right leadership strategy to use in their organizations. Fitton, (2012) argued that if a leader is born and is not made, then intervention to develop strategic leaders to take charge and ensure organization's successes does very little and the reverse on this provides the opposite.

Osborne (2010) noted that performance in the security sector for the last decade in Kenya had been wanting despite of the fact that the sector has been receiving a lot of donor funding in support of its activities. Were et al. (2012), argued that conflicts and crimes experienced in Kenya in the recent past which include cattle rustling, robbery with violence, ethnic clashes, election violence, cross border raids, carjacking, gender violence, money laundering, sea piracy, mushrooming of organized gangs, terrorist attacks in the country have portrayed negatively on choice of leadership strategy on performance in the security sector. National Council for Laws (2012) reports, stated that the Constitution of Kenya, promulgated in 2010, established a new National Police Service Commission to assist in oversight role of the National Police Service and developing policies to be used to change leadership system with the aim to improve leadership strategy on performance in the security sector. Kagwe (2010), argued that to deal with the new police outfits and to cover all matters of human resource, there is need to identify and strengthen leadership strategy in National Police Service Commission for the smooth-running of the National Police Service which comprises of the Kenya Police Service (KPS), Administration Police

Service (APS) and the Directorate of Criminal Investigation Department (DCID) as its major departmental units.

### **Empirical Perspective on Leadership Styles**

According to Amsberry (2008), empirical research is based on observed and measured phenomena and derives knowledge from actual experience rather than from theory or belief. According to Werner et al. (2007), democratic leadership is the behavior that influences people in a manner consistent with basic democratic principles and processes. Gary and Utkus (2009) argued that democracy should embrace full utilization teamwork and members should strive to have proper delegation of duties, which will enable them to diversity their knowledge, skills, abilities, personality, attitudes within their group decision makings. Yiing and Ahmed (2009) argue that democratic leadership style is significant and positively related with organizational commitment.

Simola et al. (2012), argues that argued that transformational leadership is a type of leadership in which interactions among interested parties are organized around a collective purpose in such a way that transforms, motivate, and enhance job satisfaction and aspirations of the followers. They further clarifies that transformational leadership is a leadership style that seeks positive transformations in those who follows and achieves desired changes through the strategy and structure of an organization. Wang and Howell (2010), argue that transformational leadership can be focused on the individual and group levels. According to Jansen et al. (2009), leadership involved transformational leaders and that the growth of existing information, which provides leadership strategy for innovation, has contributed to the transactional behavior.

According to Hamstra, et al. (2011), transactional leadership strategy in relation to followers' preferred regulatory styles, workforce stability, and organizational effectiveness. Bass & Riggio (2006) argued that transactional leadership involves exchanges between leaders and followers designed to provide benefits to both of them and that leaders influence followers through contingent rewards and feedback. Sadeghi and Pihie (2012) argued that these exchanges between leaders and followers motivate followers through contractual agreement. Transactional leadership focuses on the exchanges that occur between leaders and followers (Bass 1985; 1990; 2000; 2008; Burns, 1978). These exchanges allow leaders to accomplish their performance objectives which includes extrinsic rewards, punishment, accountability, maintain the current organizational situation, motivate followers through contractual agreement, direct behavior of followers toward achievement of established goals, avoid unnecessary risks, and focus on improve organizational efficiency. Sadeghi and Pihie (2012) further argued that transactional leadership allows followers to fulfill their own self-interest, minimize workplace anxiety, and concentrate on clear organizational objectives such as increased quality, customer service, reduced costs, and increased production.

Sadeghi and Pihie (2012) argued that these exchanges between leaders and followers allow leaders to accomplish their performance objectives, complete required tasks, maintain the current organizational situation. According to Michael (2010), most followers of authoritarian leaders can be described as offering their time, waiting for the expected success before issuing punishment for any disappointment. He further argued that in future, if other strategies are adequately applied, authoritarian leadership will be less appropriate and prevalent in organizations.

### Statement of the Problem

According to Fenwick and Gayle (2008), the successful performance in the security sector is the outcome of the effective and efficiency performance of leadership strategy at work place and this has not been the case for many organizations. There has been missing link between leadership strategy and organization performance, which has caused a serious concern in the security sector on the effective delivery of services, and success of organizations worldwide. Maguire et al. (2007) argued that performance in the security sector depends on the right leadership strategy chosen by authorities with the support of the human resource management. Puni et al. (2014) argued that debate over whether leadership strategy can lead to firms' performance had largely been challenged by scholars but those who support the truth and usefulness of leadership strategy on organization performance believe that the gaps which exist between leadership strategy and performance in the security sectors, need to be bridged to allow effective delivery of service. Messick and Kramer (2004) argued that performance is the degree to which the individual exhibits leadership traits which depends not only on his characteristics and personal abilities, but also on the performance of a leader in any given environment. According to Lee and Chuang (2009), excellent leaders not only inspires subordinate's potential to enhance efficiency and effectiveness at work place but also meets their requirements in the process of achieving organizational goals and lack of identifying the correct leadership strategy can results to poor performance. Kramer (2004), argued that many organizations have failed to achieve their mandates due to poor leadership strategy put in place. Kagwe (2013) argued that leadership strategy used by the authorities on performance in the security sector is subjected to abuse if care is not taken in the identification of the correct one in the formative stages. Were et al. (2012), argued that the link between leadership strategy and

performance in the security sector in Kenya has been lacking and most of the crimes happening in the country had been blamed on the existing gaps, between leadership strategic and performance in the security sector. Bryden (2014) argued that the September, 2013 attack in Nairobi's Westgate Centre, by the terrorists which left more than 70 people dead and several injured has negatively positioned the security leaders on the adverse performance. This study intends to investigate the effects of leadership strategy on performance of government security agency of Kenya.

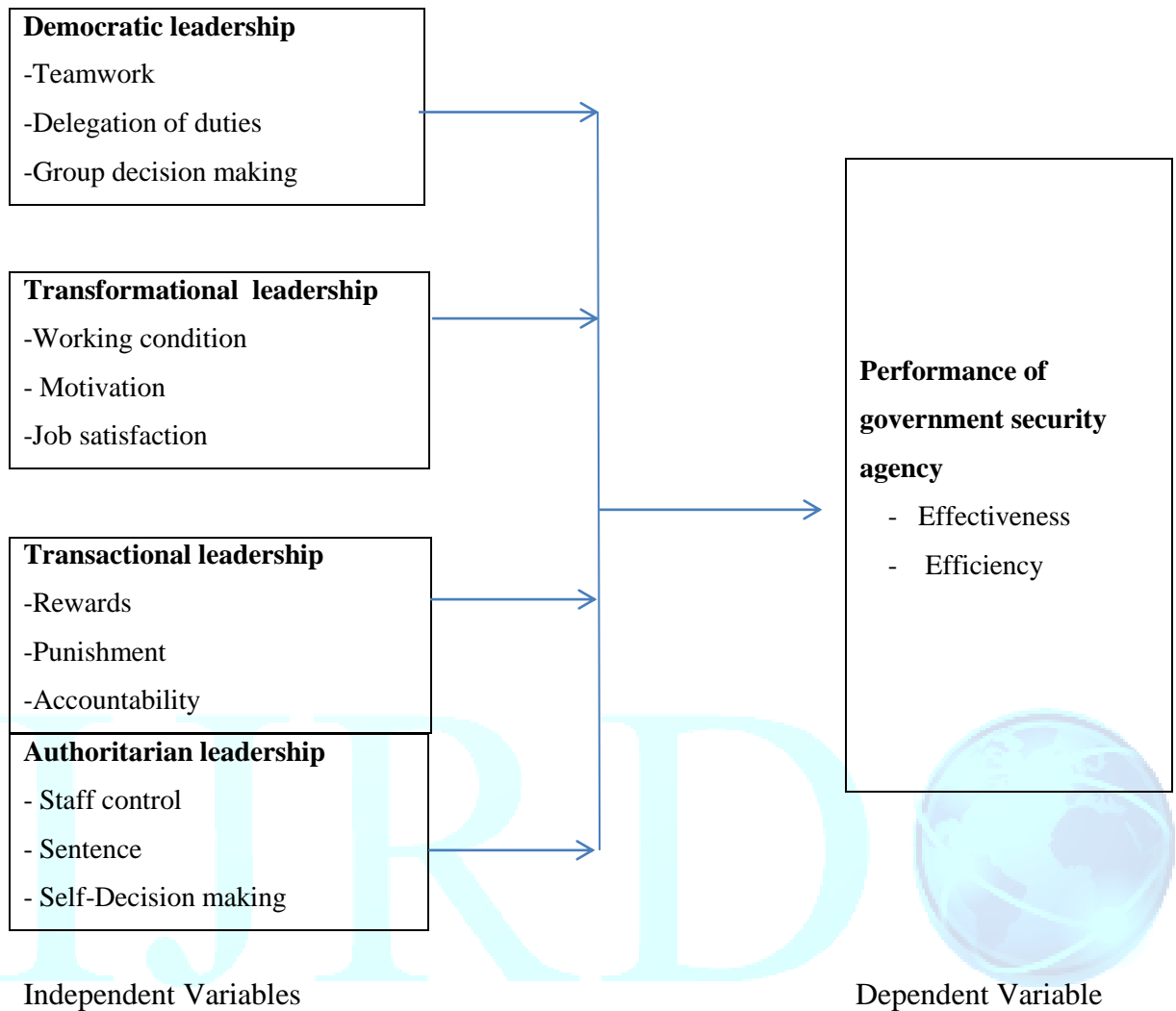
### **Specific objectives**

- i. To determine the effects of democratic leadership on performance of the National Police service commission
- ii. To establish the effects of transformational leadership on performance of the National Police Service Commission of Kenya
- iii. To establish the effect transactional leadership on performance of the National Police Service Commission of Kenya
- iv. To find out the effects authoritarian leadership on performance of the National Police Service Commission of Kenya

### **Conceptual Framework**

Jabareen define conceptual framework as a network of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another and it is a representation of the main components of a system or issue of interest "dependent variable", showing their interrelationships or linkages "independent variables" (Jabareen, 2009).





**Figure 1: Conceptual Framework**

**Summary of Literature**

Sebnem et al. (2011) argued that strategic leadership is the wisdom and vision capabilities of planning and implementing of the plans in unstable, complex, uncertain strategic environment. A lot has been written on leadership strategy on which has been highlighted by many scholars on performance and this shows that leadership is about choosing the right strategy if performance is to be realized especially in the measurement aspect of it in both developed and developing countries within and outside Africa. Good performance in the

security sector creates stability for economic growth and therefore ignoring such a key area would undermine development. The literature review revealed that there is limited empirical research on the effect of strategic leadership on organizational performance in the public security sector and that performance has focused on other sectors rather than the police sector.

### **Methodology**

In an effort to achieve the study's predetermined objective, this study used descriptive research design. The target population was drawn from the National Police Service Commission employees. The Commission is responsible to oversee the function of human resource management both in the National Police Service Commission and in the National Police Service with a work force of 75000 employees as on February 2015. However, this study was carried out in the Commissions' Headquarters being the centralized center for the entire National Police Service (NPS), which is based in Nairobi County with a target population of 150 employees. The target population of this study comprised 10 categories of the commission departments' employees and this included; Administration department, Human Resource department, Information Technology department, Security department, Records department, Purchasing and Supplies, Public Relations department, Finance department, Legal department and Research department.

According to Borg and Gall, (2003), sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they are selected and therefore at least 30% of the total target population is a good representative. Therefore 30% of the target population formed significant sample in this descriptive study.

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**Table 1; Sample Size**

Department	Target Population	Sample Size	% sample
Administration	14	4	30
Human Resource	24	7	30
Information Technology	12	4	30
Security	25	7	30
Records	15	5	30
Purchasing and Supplies	14	4	30
Public Relations	10	3	30
Finance	14	4	30
Legal	12	4	30
Research	10	3	30
Total	150	45	30

The main instrument of data collection was questionnaire. The reliability of the questionnaires was evaluated through Cronbatch’s alpha which measures the internal consistency by establishing if certain items measured the same concept and produce consistent result should the research be repeated. Questionnaires were assessed for clarity and those items found to be inadequate or vague were modified to improve the quality of the research instrument thus increase of the research face validity.

The data collected was coded, cleaned, organized and analyzed. This was to ensure that inaccurate and incomplete data was eliminated from others. Then data was entered in the computer using the descriptive statistic tools known as Statistical Package for Social Sciences (SPSS) to assist in the description of data and to determine the extent of use. Descriptive statistics was used to analyze data collected which was purely quantitative

This study adopted multiple regressions as a statistical model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:  $\beta_0$ , was the intercept,  $\beta_1 \dots \beta_4$ , were the slopes parameters,  $\varepsilon_i$  was the unobserved error or disturbance terms,  $Y_i$  was the dependent variable and  $X_{i1} \dots X_{ik}$  were the independent/explanatory variables which were used in this study.

The model used analysis of variance test to describe the relationship between independent variable and dependent variable. This study set a significance of 0.05 levels for each test of independent variables. The study used means and standard deviation to measure the level in which each independent variable significantly affects the dependent variable. This study used confident of correlation to quantify the strength of the relationship between the study variables and findings of the study. The findings of this study were presented using tables, percentage, tabulations, means and standard deviation.

### **Findings and Discussion**

the study had a target of 45 respondents but only 42 respondents filled and returned their questionnaires thus constituted 93.3% of the response rate while 3 respondents did not respond which constituted 6.7% of the response rate.

#### **Effects of democratic leadership on performance**

The study sought to determine the effects of democratic leadership within the organization. From the study findings, 54.8% of the respondents preferred the use teamwork to accomplish task, 50% of the respondents indicated that the institution used group decision making in solving problems, 52.4% of the respondents agreed that delegation of duties by the leaders within the organization was more useful. The study findings indicated that among the three tested independent variables, they are all above average with a smaller margin than expected in support to the achievement of the organization's goals.

The study finding demonstrated that the majority of the members of staff found democratic leadership more appropriate for the achievement of the Institutional goals but a reasonable

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number also did not find the democratic use more appropriate in support to the achievement of the organization goals. Member of staff indicated that teamwork was positively influenced by certain psychological or behavioral groups. Teamwork reaps the benefits of a diverse membership without suffering the loss of coordination and decrease in motivation associated with larger groups and therefore more appropriate. Finding of the study showed that delegation of duty was more preferable but a number of the staff members also indicated that the delegation of duty was not appropriate. The study findings showed that group decision making was more appropriate for the organization to achieve efficiency and effective performance within the organization. From the findings, it is clear that although democratic leadership was practiced within the organization, there was limitation of its use by the authority. This statement agrees with Gary and Utkus (2009) who argued that democracy should embrace full utilization teamwork and members should strive to have proper delegation of duties, which will enable them to diversity their knowledge, skills, abilities, personality, attitudes within their group decision-makings.

**Table 2; Democratic Leadership**

Statement	Agree		Disagree	
	Frequency	Percentage	Frequency	Percentage
Effects of democratic leadership on performance				
Teamwork	23	54.8	19	45.2
Delegation of duties	21	50.0	21	50.0
Group decision making	22	52.4	20	47.6

**Effects of transformational leadership on performance**

The study sought to establish effects of transformational leadership strategy within the organization. The study findings showed that 45.2 % of the respondents indicated that working condition contributes to the efficiency and effectiveness of the work done within the organization, 50% of the respondents indicated that motivation positively affects efficiency and effectiveness performance and 47.6% of the respondents agreed that there was job satisfaction at work place within the organization. The study findings indicated that among the three tested independent variables, working condition falls below average which means that majority of the staff members were not satisfy with the working environment where they were working. The study also revealed that motivation was necessary in the achievement of the organization goals but equivalent percentage also said that though motivation was a very important tool for the achievement of efficient and effective performance, there was lack of motivation in the organization. The study findings also revealed that members of staff were not satisfaction with the job satisfaction. This was because of poor working environment the members of staff at the time of this study. This statement agrees with Simola et al. (2012) who argued that transformational leadership is a type of leadership in which interactions among interested parties were organized around a collective purpose in such a way that transforms, motivate, and enhance job satisfaction and aspirations of the followers. From the findings, the study demonstrated that members of staff prefer transformational leadership but there was need for major transformational leadership by the authority.

**Table 3; Transformational Leadership**

Statement	Agree		Disagree	
	Frequency	Percentage	Frequency	Percentage
Effects of democratic leadership on performance				
Working condition	19	45.2	23	54.8
Motivation	21	50.0	21	50.0
Job Satisfaction	20	47.6	22	53.4

Effects of transactional leadership on performance	Agree		Disagree	
	Frequency	Percentage	Frequency	Percentage
Rewards	19	45.3	23	54.7
Punishment	16	38.1	26	61.9
Accountability	18	42.9	24	57.9

**Extent to which transactional leadership affect performance**

The study sought to establish from the respondents the extent to which the effects of transactional leadership in their organization affect the performance. The study findings showed that the members of staff agreed that reward was more useful with a mean score of 3.0 while a mean score of 2.80 showed that members of staff disagree that punishment was a better way of achieving the organization efficiency and effectiveness performance within the organization. Further finding revealed that a mean score of 3.4 showed that members of staff were not exposed to accountability at their work place, which resulted to lack of individual accountability at work. From the finding of the study, it showed that members of staff did not embrace the transformation leadership at work place because of the punishment

element in the variable as supported by Sahin (2012) who argued that people don't have to be threatened with punishment to be motivated to assist an organization to accomplish its goal

**Table 4; Transactional Leadership**

Statement	5	4	3	2	1	Mean	Std dev
Rewards	<b>6</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>3.0</b>	<b>2.060</b>
Punishment	<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>2.8</b>	<b>1.640</b>
Accountability	<b>6</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3.4</b>	<b>1.816</b>

**Effects of Authoritarian leadership on performance**

The study sought to establish the effects of authoritarian leadership on performance within the organization and requested the respondents to indicate the present of authoritarian leadership within the organization. The study finding showed 35.7% of the respondents did agreed that there was staff control within the organization while 64.3% did not agree that there was staff control within the organization. The finding further showed that 21.4 % of the respondent agreed that the adoption of sentence was the best way of achieving the organization effectiveness and efficiency performance while 78.6% of the respondents which represent the majority of the members of staff of the organization. 11.988.1% of the respondents agree that self-decision making supports the achievement of the efficiency and effectiveness performance of the organization while 88.1% of the respondents which represent the majority members of the organization disagreed that self-decision making was the best tool to be used for the achievement of the efficiency and effectiveness performance. From the study findings, the implication of the study showed that although authoritarian was



used to some extent to achieve some of objectives in the organization, majority of the staff members did not like its practice in the organization. This agrees with Michael (2010) who argued that authoritarian leadership is a kind of leadership where a leader in authority dictates and controls all the decisions made in a group without reference to anybody.

**Table 5; Authoritarian Leadership**

Statement	Agreed		Disagree	
	Frequency	Percentage	Frequency	Percentage
Effects of authoritarian leadership on performance				
Staff control	15	35.7	27	64.3
Sentence	9	21.4	33	78.6
Self -Decision making	5	11.9	37	88.1

**Extent to which authoritarian leadership affects performance**

The study sought to determine the extent to which the respondents agree with various statements regarding the effects of authoritarian leadership in their organization. From the study findings, the respondents indicated that self-decision making affect efficiency and effectiveness with a mean score of 3.60. Sentence also affects efficiency and effectiveness with a mean score of 3.00 while self-decision making affect efficiency and effective performance with a mean score of 3.40. From the study finding demonstrated that the majority of the members of staff within the organization did no embrace the authoritarian leadership practice within the organization found authoritarian leadership less appropriate for the achievement of the efficiency and effectiveness performance.

**Table 6; Authoritarian Leadership**

Statement	5	4	3	2	1	Mean	Std. dev.
Staff control	5	4	4	3	1	3.40	1.516
Sentence	1	1	3	4	6	3.00	2.120
Self -Decision making	2	2	3	5	6	3.60	1.816

**Inferential statistics**

Regression analysis was carried out in determination of the different relationships between variables. The regression model showed a goodness of fit as indicated by the coefficient of determination with variance value of 0.605. This implies that independent variables democratic, transformation, transactional and authoritarian explained 60.5% of the variations of performance in the institution. 39.5% of variations were brought about the factors not captured in the objective.

From the analysis of variance the F critical at 0.05 level of significance was 3.013 and since F calculated is greater than F critical (value = 1.684), it therefore means that the overall model was significance.

**Table 7; Regression Model**

Model	Sum of Square	Df	Mean square	f	Sig.
Regression	2.232	6	0.372	3.013	0.048
Residual	28.294	86	0.329		
Total	30.526	92			

The study further conducted a multiple regression analysis to determine the relationship between the effects of leadership strategy and performance of the organization. The four (4) independent variables were investigated in this study as follows; for effects of democratic

leadership on performance, the t critical at 0.05 level of significance was 3.319 and since t calculated, is greater than t critical, this shows that there is a relationship between democratic leadership and performance. It therefore means that the democratic leadership was significance in this study, for the effects of transformational leadership on performance, the t critical at 0.05 level of significance was 3.769 and since t calculated was greater than t critical, it showed that there was relationship between transformational leadership and performance. It therefore means that the transformational leadership was more significance in this study. For the effects of transactional leadership on performance of the institution, the t critical at 0.05 level of significance was 0.534 and since t calculated, is greater than t critical it showed that there was relationship between transactional leadership and performance. It therefore means that the transactional leadership was significance in this study. For the effects of authoritarian leadership on performance of the institution, the t critical at 0.05 level of significance was 3.016 and since t calculated is greater than t critical, it therefore means that there was relationship between authoritarian leadership and performance. From the findings, it was evident that there was more relationship between transformational leadership than the rest of the variables, democratic leadership was having closure relationship on performance than authoritarian leadership, and transactional leadership was having less relationship on performance than the other variables. The implication of this study showed that members of staff regards punishment as the least importance attribute on performance, which also neutralizes other attributes of transactional leadership. This also agreed with Sadeghi & Pihie (2012) who argued that transactional leadership allows followers to fulfill their own self - interest that can be a disaster to an organization.

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**Table 8; Regression coefficient of determination**

	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
Constant	1.348	0.550	-	2.574	0.001
Democratic leadership	0.181	0.056	0.312	3.319	0.002
Transformation leadership	0.456	0.113	0.311	3.769	000
Transactional leadership	0.263	0.115	0.051	0.534	0.013
Authoritarian leadership	0.033	0.076	0.312	3.016	0.004

From the above table, a regression model was developed which assumed the following format given the strength of the relationship between independent variables against the dependent variable;

$$Y = 1.348 + 0.456 X_1 + 0.263 X_2 + 0.181 X_3 + 0.033 X_4 + 0$$

Where Y= Performance of the Security Agency, X<sub>1</sub> = Transformational leadership

X<sub>2</sub>= Transactional leadership, X<sub>3</sub> = Democratic leadership and X<sub>4</sub>=Authoritarian leadership.

The study finding shows that all the four (4) variables had a positive relationship with transformational leadership contributes more to the effects of leadership strategy on performance of government security agency while authoritarian leadership strategy contributes less to the effects of leadership strategy on performance of government security agency in Kenya.

**Correlation Coefficient**

To quantify the strength of the relationship between the variables, the study used coefficient of correlation. The study used coefficient of correlation (r) to study the correlation between

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the study variables and the findings. From the findings, it was clear that there was relationship between performance and democratic leadership.

**Table 9; Correlation Coefficient**

	Performance	Democratic Leadership	Transformation leadership	Transactional Leadership	Authoritarian leadership
Performance	1	0.047	0.089	0.023	0.103
Sig.P-Value		0.946	0.958	0.864	0.435
Democratic Leadership	0.047	1	0.166	0.235	0.097
Sig. P-Value	0.946		0.214	0.076	0.461
Transformational Leadership	0.089	0.166	1	0.146	0.213
Sig. P-value	0.958	0.214		0.273	0.102
Transactional Leadership	0.023	0.235	0.146	1	0.123
Sig. P-Value	0.864	0.076	0.273		0.335
Authoritarian leadership	0.103	0.097	0.213	0.123	1
Sig. P-Value	0.435	0.461	0.102	0.335	

The study of the variables between Significant P. Value and democratic leadership showed that there was a positive correlation with performance as shown by correlation figure of 0.047. It was also clear that there was a positive correlation between transformational leadership and performance with a correlation figure of 0.089. There was also positive correlation between performance and Transactional leadership with figure of 0.023 and a positive correlation between Authoritarian leadership and performance with a correlation value of 0.103. This showed that there was positive correlation between performance and democratic leadership, transformation leadership, transformation leadership and authoritarian leadership.

## Conclusions

From the findings, it is clear that although democratic leadership was practiced within the organization, there was limitation of its use by the authority. This is why a number of staff members did not support its use within the organization. The findings revealed that although there was teamwork, which was used to support the organization to achieve its work, it was not structured and there was no policy to guide its use. The members of staff supported the use of group decision making but showed their concern about the way it is used. It was evident from the findings that there was no line managers' group decision making. The top management group decision-making implementation takes time to implement because the decisions were directed to individuals. Further findings revealed that delegation of duty was less structured and there was no policy to guide its use. The staff members relied on their seniors directives for their daily work. This to some extent leads to incompetency and lack of innovation by members of staff.

From the findings, the study revealed that members of staff prefer transformational leadership but there was need for major transformational leadership by the authority. This was evidence from the findings, which revealed that members of staff were willing to working in an environment which was not favorable and were delivering in their mandate, motivate all members of staff was less than expected. The kind of physical environment they were in contributed this. The findings further revealed that although there was plenty of work to be done there was no clear indication of job security to the member of staff and this led to job dissatisfaction to the majority of members of staff.

Further findings revealed that there was no adequate reward provided to the members of staff for the achievement the organizational goals. The findings revealed that members disliked punishment as a way of achieving organization efficiency and effective

performance. The finding also revealed that accountability was not fully utilized within the organization. This was necessitated by lack of structured regulations and policies to help the top management allocate responsibilities to every employee.

From the finding of the study, it showed that members of staff did not embrace the transactional leadership at work place because of the punishment element practiced with it. This was because member of staff were uncertain with the punishment, which might befall to them and if no measure is taken to control its use, with the experience of the members of staff on this, it can lead to high level of staff turnover. The study findings further revealed that authoritarian was used to some extent to achieve some specific objectives in the organization but the majority of the staff members did not embrace its practice in the organization. It was also evidence that this kind of leadership leads to dictatorship, which results to staff turnover within the organization.

### **Recommendations**

From the conclusions of this study, it is recommends that the National Police Service Commission should embrace full democratic leadership in order to improve efficiency and effective performance within the organization. The organization should give the priority to the employees' needs by ensuring that staff members are given opportunity to participate in decision making and work in teams for this will enable them to share their experience and enable them come up with new innovative which can be used to enhance efficiency and effective performance. This study further recommends that the organization should establish a system to allow proper delegation of duty. This will enable the staff to have a collective responsibility while making decisions and be accountable for what they are doing. It will also give them a sense of self-responsibility, which will results to job satisfaction

From the conclusion of the study, it is further recommended that the National Police Service Commission should embrace full transformational leadership in order to have effectively and efficiency performance. Transformational leadership which focus on ensuring good working condition will encourage, motivation and create a job satisfaction among members of staff which in essence will results to effective and efficiency performance of the organization.

From the conclusion of the study, it is recommended that the National Police Service Commission should embrace transactional leadership with the aim to achieve specific performance within the organization. Transaction leadership which contains elements such reward which has been recommended by the staff as one on the best tools in enhancing efficiency and effectiveness performance should be encouraged but punishment which has been received negative feedback should be discouraged..

From the conclusion of the study, the National Police Service Commission should be keen in embracing the authoritarian leadership as a tool to achieve efficiency and effective performance. Self-control enables a leader to become a dictatorial and with the democratic space in the country, it can easily result to mass action by the employees. Sentences is all about judgmental and can be only be used as the last resort for measuring efficiency and effectiveness performance. It is also recommended that self-decision making should only be used where group decision making has totally failed to come up with a solution otherwise it use may results to abuse and a disaster within the organization.



### Suggestions for further research

The study recommends that further research should be carried out:

- i) Further research should be conducted on the role of transformational leadership on performance of government security agency in Kenya. This is because the study has revealed that it is the most significant variable in this research study

This will pave way for new theoretical advancement to enable application of theories into practice by respective organizations.

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