SciencePG
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Research Article

Intra-Agency Coordination Practices on Performance of National Police Service in Kenya

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Abstract

This study explores the influence of intra-agency coordination practices on the performance of the National Police Service (NPS) in Kenya. Focusing on key factors such as administrative decisions, deployment and transfers, leadership and accountability, and the hierarchical structure within the agency, the research aims to identify how these elements impact operational efficiency. A total of 384 questionnaires were distributed to NPS officers, with 342 valid responses, yielding a robust response rate of 89%. The findings reveal that delays and lack of clarity in deployment decisions, along with disruptive transfers, negatively affect coordination during joint operations. Furthermore, leadership at various levels plays a critical role in promoting effective coordination, though mixed responses regarding accountability indicate inconsistencies in the enforcement of coordination practices. The hierarchical structure of the NPS, while ensuring clear command lines, also contributes to delays and communication breakdowns across multiple levels. Statistical analysis confirmed the reliability and validity of the data, with a Cronbach's alpha value of 0.85 and an R-squared value of 0.58, indicating a strong relationship between intra-agency coordination and NPS performance. Based on these findings, the study recommends improving communication, leadership training, and optimizing the hierarchical structure to enhance coordination and operational effectiveness. These improvements are essential for the NPS to effectively address security challenges and enhance public safety in Kenya. The research contributes to a deeper understanding of organizational coordination within security agencies and offers practical recommendations for improving the performance of the NPS.

Keywords

Intra-agency Coordination, National Police Service, Performance, Leadership and Accountability

1. Introduction

The efficiency and effectiveness of law enforcement agencies are fundamental to the maintenance of public order and security. In Kenya, the National Police Service (NPS) plays a critical role in ensuring the safety of citizens, preserving national security, and maintaining public peace. However, the performance of the NPS, like other institutions, is influenced by a variety of internal and external factors. One of the key internal factors that significantly impact the performance of the NPS is intra-agency coordination. Intra-agency coordination refers to the collaboration and information sharing between different units and departments within the police service to achieve common objectives and enhance operational efficiency. The effectiveness of intra-agency coordination is believed to have a direct impact on the NPS's overall per-

formance in executing its mandate [1].

The National Police Service (NPS) in Kenya plays a pivotal role in maintaining law and order, protecting citizens, and upholding national security. However, despite its critical function, the performance of the NPS has often been hindered by challenges related to intra-agency coordination. The NPS comprises various departments and units, each with specific duties, yet persistent issues such as poor coordination, miscommunication, and lack of cooperation between these units have been reported [1]. These challenges lead to inefficiencies, duplication of efforts, and delays in responding to security threats, ultimately undermining the effectiveness of the service.

One of the key phenomena underlying this issue is the complexity of law enforcement structures and the necessity for seamless coordination in multi-agency environments. Studies indicate that security agencies worldwide, including police forces, require well-integrated communication and coordination mechanisms to enhance efficiency and operational success [2]. In the case of Kenya, a hierarchical structure and bureaucratic processes often slow down decision-making, affecting the timely response to security concerns [3].

Despite ongoing police reforms aimed at improving operational efficiency and accountability, intra-agency coordination remains a critical challenge. Reports from oversight bodies highlight frequent operational breakdowns due to a lack of standardized coordination protocols [4]. Without effective coordination, the NPS struggles to address evolving security challenges, diminishing public trust in law enforcement and compromising national security.

While previous studies have acknowledged the significance of coordination in law enforcement agencies, there is limited empirical evidence examining the direct influence of intra-agency coordination on the performance of the NPS in Kenya. This study seeks to fill that gap by analyzing how coordination practices—such as information sharing, records management, and delegation—affect operational efficiency. Understanding these dynamics is crucial for formulating policy recommendations that can enhance the effectiveness of the NPS, ultimately contributing to improved public safety and law enforcement outcomes.

Intra-agency coordination is an essential practice for any organization, particularly in complex entities like the National Police Service, where multiple departments and units are tasked with different responsibilities, ranging from criminal investigation to public order management. Effective coordination within the NPS ensures that resources are utilized efficiently, information is shared accurately, and responses to emerging security issues are timely and coordinated. The lack of coordination, on the other hand, can lead to duplications of efforts, delays in decision-making, and even confusion in crisis situations. This underscores the importance of understanding how intra-agency coordination practices influence the performance of the NPS, as it has implications for the overall security landscape in Kenya [2].

Research on intra-agency coordination has shown that it is a key determinant of organizational performance across various sectors, including law enforcement. However, there is limited empirical evidence exploring the specific ways in which intra-agency coordination impacts the performance of the NPS in Kenya. While scholars have acknowledged the importance of coordination in police work, the unique operational environment of the NPS, characterized by diverse units, hierarchical structures, and resource limitations, may present challenges to effective coordination. Thus, exploring the influence of intra-agency coordination on the NPS's performance is not only relevant but necessary to inform policy and operational improvements within the service [3].

Furthermore, recent reforms in the Kenyan police service, such as the introduction of the National Police Service Commission (NPSC) and the Kenya Police Service Act, have aimed to enhance the service's operational capacity and accountability. These reforms have also highlighted the importance of effective coordination between various units within the NPS, as coordination is critical to ensuring that reform measures are implemented smoothly and efficiently. Despite the ongoing reforms, challenges in intra-agency coordination still persist, as evidenced by reports of poor communication, lack of cooperation between different units, and delayed responses to incidents. Therefore, it is timely to examine the extent to which intra-agency coordination practices have affected the performance of the NPS and identify areas that require improvement [4].

Effective policing is critical to maintaining law and order, yet challenges related to administrative decisions, officer placement and transfer, leadership and accountability, and hierarchical structures continue to hinder police performance and public trust. In Kenya, concerns have been raised about how these factors influence operational efficiency and service delivery in law enforcement institutions [1]. Studies suggest that poor administrative decision-making and ineffective leadership structures can lead to officer demotivation, inefficiency, and even misconduct, ultimately affecting public confidence in policing [2].

Additionally, placement and transfer policies significantly impact police effectiveness. Arbitrary or politically influenced transfers disrupt continuity in service delivery and reduce officers' morale, making it difficult to cultivate long-term community relationships [3]. Leadership accountability remains a pressing issue, as weak oversight mechanisms often lead to a lack of transparency in decision-making, abuse of power, and misallocation of resources [4]. Furthermore, the rigid hierarchical structure within police institutions can limit adaptability, slow response times, and restrict officers' ability to make independent decisions in dynamic situations [5].

Despite ongoing reforms, these systemic inefficiencies persist, raising concerns about their impact on law enforcement effectiveness and public safety. This study seeks to

examine the extent to which administrative decisions, placement and transfer policies, leadership and accountability, and hierarchical structures affect police performance and propose strategic reforms to enhance institutional efficiency.

1.1. Problem Statement

The National Police Service (NPS) in Kenya plays a pivotal role in maintaining law and order, protecting citizens, and upholding national security. However, despite its critical function, the performance of the NPS has often been hindered by challenges related to intra-agency coordination. The NPS comprises various departments and units, each with specific duties, but there have been reports of poor coordination, miscommunication, and lack of cooperation between these units. Such challenges in intra-agency coordination have led to inefficiencies, duplication of efforts, and delays in responding to security threats and public order issues. The lack of effective coordination between units may also result in ineffective use of resources and, ultimately, a decrease in the overall performance of the service [1].

Given the centrality of intra-agency coordination to the operational effectiveness of the NPS, it is essential to understand how these coordination practices impact performance outcomes. The absence of coordinated efforts within the NPS compromises its ability to address evolving security challenges, undermining public trust and the overall safety of citizens. Despite the ongoing police reforms aimed at improving operational efficiency and accountability, intra-agency coordination remains an area of concern. Studies have shown that weak coordination among police units can significantly affect their ability to respond effectively to emerging threats, thus diminishing overall operational performance [2].

Therefore, it is crucial to explore the specific challenges faced by the NPS in fostering effective coordination and to identify the ways in which these challenges affect its performance. While the importance of coordination within law enforcement agencies has been widely acknowledged in the literature, there is a gap in understanding its direct influence on the performance of the NPS in Kenya. This study seeks to fill this gap by examining how intra-agency coordination practices impact the operational success of the NPS, which is essential for improving public security and institutional effectiveness [3].

1.2. Objective of the Study

The primary objective of this study is to assess the influence of intra-agency coordination practices on the performance of the National Police Service (NPS) in Kenya, focusing on three key aspects: information sharing, records management, and delegation. Firstly, the study will explore how the sharing of critical information between various units and departments within the NPS impacts its ability to respond

effectively to security threats. Effective information sharing ensures that relevant data is disseminated across units in a timely manner, facilitating coordinated actions. The research will examine the extent to which the flow of information enhances or impedes the performance of the NPS. Secondly, the study will investigate the role of records management in supporting intra-agency coordination. Accurate, accessible, and up-to-date records are essential for ensuring that data related to investigations, arrests, and ongoing operations is consistently available across different units. The research will analyze how efficient records management contributes to the overall performance and operational efficiency within the NPS. Lastly, the study will evaluate the practice of delegation within the NPS, specifically how tasks and responsibilities are assigned among different units and officers. Proper delegation helps avoid duplication of efforts and ensures that resources are optimally utilized. The research will assess how effective delegation contributes to clearer organizational structure, improved coordination, and more efficient execution of the NPS's mandate. By focusing on these three critical aspects, this study seeks to provide insights into the impact of intra-agency coordination on the overall performance of the National Police Service in Kenya, offering actionable recommendations for improving coordination and enhancing the service's operational capacity.

1.3. Significance of the Study

The significance of this study lies in its potential to address a critical gap in understanding the relationship between intra-agency coordination and the performance of the National Police Service (NPS) in Kenya. Given the central role the NPS plays in maintaining national security, ensuring public order, and protecting citizens, enhancing its operational efficiency is crucial for the country's stability. This study contributes to the ongoing discourse on police reforms by providing empirical evidence on how intra-agency coordination can improve the NPS's ability to respond to emerging security threats, manage public order, and execute its mandate more effectively. The findings are expected to offer valuable insights into the practical challenges and opportunities that exist within the NPS, shedding light on areas where coordination mechanisms can be strengthened to ensure more effective service delivery. By focusing on key coordination practices such as inter-unit meetings, joint operations, and shared information systems, the study will highlight the importance of streamlining communication and collaboration across different units within the NPS. This has direct implications for policy development and operational strategies aimed at improving law enforcement in Kenya. Moreover, the study's outcomes will serve as a useful resource for decision-makers within the NPS and other security agencies, providing evidence-based recommendations to enhance intra-agency coordination and overall performance. In turn, this could lead to better resource allocation, reduced duplication

of efforts, and quicker, more coordinated responses to security challenges, thereby contributing to a safer and more secure environment for citizens. Ultimately, this research underscores the necessity of intra-agency coordination in optimizing the performance of the NPS, aligning with broader national security objectives and contributing to the effectiveness of police reforms in Kenya.

2. Literature Review

Intra-agency coordination is a critical element in the performance of organizations, particularly in complex institutions like law enforcement agencies. Within the context of the National Police Service (NPS) in Kenya, effective coordination between units and departments can enhance the overall operational efficiency and improve public safety. Coordination within law enforcement agencies involves the exchange of information, joint operations, and shared resources, all of which contribute to effective responses to security threats. In the past, studies have shown that poor coordination often leads to inefficiencies such as resource mismanagement, delayed responses to incidents, and a lack of unified strategic direction, ultimately undermining the performance of police services [1]. Furthermore, the complexity of policing requires various units with specialized roles, such as criminal investigation, traffic enforcement, and public order management, to operate cohesively in addressing crime and ensuring public order [2].

Research on organizational behavior and performance consistently highlights the importance of intra-agency coordination in improving overall efficiency. A study by Tannenbaum et al. (2018) emphasizes that coordination ensures that resources are optimally used and that responses to emergencies are swift and precise. In law enforcement, where the ability to act decisively and collaboratively can have life-or-death implications, the effectiveness of coordination mechanisms is paramount. In Kenya, the NPS faces the challenge of coordinating various departments that operate within different geographic regions, each with unique security challenges. As such, the need for improved coordination to ensure timely and efficient responses to national security threats has become a focus of both policy-makers and law enforcement scholars [3]. Additionally, when coordination is weak, critical information may be delayed or lost between units, impairing the ability of the police force to act promptly and effectively.

In Kenya, police reforms have sought to improve organizational efficiency and accountability, making intra-agency coordination even more critical. The introduction of the National Police Service Commission (NPSC) and the enactment of the Kenya Police Service Act were aimed at modernizing the NPS, addressing issues of corruption, and improving inter-agency collaboration. However, despite these reforms, the coordination between different units within the NPS remains suboptimal. A study by Nyong'o et al. (2017) found that communication breakdowns and a lack of cooperation between departments continued to hamper the efficiency of the NPS, even after the reform processes were initiated. This is particularly evident in cases of delayed responses to criminal activities or inefficient use of resources in managing public order situations, illustrating the persistent challenges the NPS faces in enhancing coordination [4].

A variety of studies have also explored how intra-agency coordination is linked to the efficiency of police operations in other countries, offering insights into potential solutions for the NPS. In the United States, for example, coordination between federal, state, and local police agencies is often facilitated through joint task forces and information-sharing networks. Such collaboration has been shown to reduce crime rates and improve public trust in the police force by ensuring a more synchronized approach to law enforcement. Similarly, in South Africa, efforts to improve coordination among police units and between law enforcement and community organizations have yielded positive outcomes, including more efficient policing and greater responsiveness to public concerns. These international examples suggest that enhanced intra-agency coordination, supported by effective communication tools and frameworks, could have a significant positive impact on the performance of the NPS [5].

The NPS's efforts to implement improved coordination mechanisms are further complicated by the country's resource limitations and geographical diversity. The NPS operates in urban and rural areas with varying levels of infrastructural development and security concerns, which may require different operational strategies. According to a report by the Kenya National Commission on Human Rights (2019), the lack of adequate resources, such as modern communication systems and well-trained personnel, often hinders the NPS's ability to coordinate effectively across different units. Moreover, the hierarchical structure of the NPS, while necessary for maintaining discipline, can also create communication barriers that impede collaboration between units, especially in high-pressure situations. The study suggests that to improve intra-agency coordination, the NPS must invest in modern communication technologies and restructure its internal processes to encourage greater flexibility and collaboration across all levels [6].

The importance of intra-agency coordination has been further underscored by the increasing complexity of security threats in Kenya. With the rise in terrorist activities, organized crime, and social unrest, the need for a highly coordinated and responsive police force has never been more urgent. A study by Okoth and Njiru (2020) on security sector reform in Kenya noted that the NPS's ability to respond to these complex threats is often undermined by slow decision-making and fragmented communication between different units. Effective coordination is seen as key to overcoming these challenges and ensuring that the NPS remains agile and capable of adapting to rapidly changing security dynamics. The study emphasizes that coordination mechanisms should be

strengthened not only through policy reforms but also through improved training and fostering a culture of collaboration among officers [7].

3. Methodology

3.1 Research Design

This study adopts a descriptive research design, which is appropriate for investigating the influence of intra-agency coordination practices on the performance of the National Police Service (NPS) in Kenya. A descriptive research design is commonly used to examine relationships between variables and provide a detailed understanding of a phenomenon. By using this design, the study aims to describe the existing co-ordination mechanisms within the NPS and assess their impact on operational efficiency. According to Saunders et al. [1], a descriptive research design is effective for exploring the characteristics of a particular group or situation, offering insights into how various factors interact. This approach is particularly useful in identifying patterns and trends in intra-agency coordination practices, which can be analyzed to recommend improvements for the NPS [2].

The primary research question guiding this study is:

1. How do intra-agency coordination practices influence the performance of the National Police Service in Kenya?
2. From this central question, the study also seeks to answer the following sub-questions:
3. What are the existing intra-agency coordination mechanisms within the NPS?
4. How do coordination practices such as inter-unit meetings, joint operations, and information-sharing affect operational efficiency?
5. What challenges hinder effective intra-agency coordination in the NPS?
6. What improvements can be made to enhance intra-agency coordination for better performance?

3.1.1. Hypothesis Formulation

Since this study examines the relationship between variables, the research questions can be translated into hypotheses as follows:

H_0 (Null Hypothesis): Intra-agency coordination practices have no significant influence on the performance of the National Police Service in Kenya.

H_1 (Alternative Hypothesis): Intra-agency coordination practices significantly influence the performance of the National Police Service in Kenya.

To further investigate this relationship, the study tests specific hypotheses related to key coordination mechanisms:

$H_0 1$: Inter-unit meetings do not significantly improve operational efficiency.

$H_0 2$: Joint operations do not significantly enhance coordi-nation and resource utilization.

$H_0 3$: Information-sharing systems have no significant effect on decision-making and response times.

$H_1 1$: Inter-unit meetings significantly improve operational efficiency.

$H_1 2$: Joint operations significantly enhance coordination and resource utilization.

$H_1 3$: Information-sharing systems significantly improve decision-making and response times.

3.1.2. Research Model

The study adopts a conceptual model that illustrates the relationship between intra-agency coordination practices (independent variable) and NPS performance (dependent variable), as influenced by moderating factors such as organizational policies and leadership structures.

The independent Variable is Intra-agency coordination practices (inter-unit meetings, joint operations, information-sharing systems and the dependent Variable is Performance of the NPS (measured in terms of operational efficiency, decision-making speed, and public satisfaction).

3.2. Population and Sampling

The target population for this study consists of personnel from various units within the National Police Service (NPS) in Kenya. These units include the Criminal Investigation De-partment (CID), the Traffic Police Unit, the General Duty Po-lice, and other specialized departments. According to Mugenda and Mugenda (2003), when conducting research on organiza-tions, it is essential to sample individuals from different units to ensure a comprehensive understanding of the organizational dynamics. The study will focus on NPS officers who have experience in coordination and inter-departmental collabora-tion, as they are the most knowledgeable about the mechanisms and challenges involved in intra-agency coordination. The selection of participants from various ranks and units will pro-vide a diverse range of perspectives on how coordination im-pacts operational efficiency [4].

The sample size for this study will be determined using stratified random sampling, which ensures representation from different police units within the NPS. Stratified sampling allows for a more accurate reflection of the experiences and opinions of officers from different backgrounds and roles, ensuring that each subgroup within the NPS is adequately represented. According to Cochran (1977), stratified random sampling is particularly useful when the population is heter-ogeneous, as it ensures that the various characteristics of the population are captured. The sample will include officers from a variety of ranks, from lower-level constables to senior officers, to capture the full scope of coordination practices within the NPS [5]. The final sample size will be calculated using a sample size formula based on the total number of NPS personnel, ensuring that the study's findings are statistically significant and reliable.

Data collection will involve distributing structured questionnaires and conducting semi-structured interviews with NPS officers. The questionnaire will be designed to capture both quantitative and qualitative data on intra-agency coordination practices, while the interviews will provide more in-depth insights into the challenges faced by officers in coordinating with other units. According to Babbie (2010), combining both survey instruments and interviews in a sampling strategy allows for the triangulation of data, ensuring that findings are more robust and valid. This approach will enable the study to gather a holistic view of intra-agency coordination and its effect on the performance of the NPS [6].

3.3. Data Collection Methods

The study will employ both qualitative and quantitative data collection methods to comprehensively address the research questions. Quantitative data will be collected through structured questionnaires, which will be administered to NPS officers across various units. The questionnaire will be designed to measure various aspects of intra-agency coordination, including communication practices, joint operations, information-sharing systems, and decision-making processes. A Likert scale will be used to measure the officers' perceptions of the effectiveness of these coordination mechanisms. According to Sekaran and Bougie (2016), structured questionnaires are ideal for collecting large amounts of data in a standardized form, enabling the researcher to quantify responses and identify patterns. The quantitative data collected will be analyzed using descriptive and inferential statistics to draw conclusions about the relationship between intra-agency coordination and the NPS's operational performance [7].

In addition to the quantitative data, qualitative data will be collected through semi-structured interviews with a select group of officers from various units within the NPS. The interviews will provide deeper insights into the personal experiences and challenges that officers face in coordinating with other units. semi-structured interviews allow for flexibility and in-depth exploration of topics, as the researcher can probe further based on the responses of the interviewee. The interview guide will focus on key themes related to intra-agency coordination, such as communication barriers, resource allocation, and decision-making processes. The qualitative data will be analyzed thematically to identify recurring patterns and themes, providing a rich understanding of the factors that influence intra-agency coordination in the NPS [8].

Additionally, document analysis will be used as a supplementary data collection method to examine existing policies, reports, and internal communication documents related to coordination within the NPS. By analyzing official documents, the study will be able to assess whether formal coordination practices are aligned with the experiences of officers on the ground. Document analysis is an effective method for gaining a deeper understanding of organizational practices and policies, as it provides insight into the formal structure and rules governing coordination [11]. This triangulation of methods—questionnaires, interviews, and document analysis—will enhance the validity and reliability of the study's findings, ensuring that the results are based on multiple sources of data [9].

4. Findings

The study aimed to explore the influence of intra-agency coordination practices on the performance of the National Police Service (NPS) in Kenya, with a focus on several key factors such as administrative decisions, deployment and transfers, leadership and accountability, and the hierarchical structure within the agency. A total of 384 questionnaires were distributed, with 89% of the respondents completing and returning the surveys, yielding a high response rate of 342 valid responses.

The findings revealed that administrative decisions, including deployment and transfers, significantly affect intra-agency coordination within the NPS. Respondents indicated that decisions regarding deployment were often delayed or lacked clarity, which resulted in confusion and inefficiency during joint operations. Furthermore, the transfer process was found to disrupt established coordination practices, as officers were reassigned to different units without sufficient consideration of the ongoing coordination efforts. This issue was highlighted by a majority of respondents who noted that abrupt transfers created gaps in institutional knowledge and hampered effective communication across units.

Leadership and accountability emerged as critical factors influencing coordination within the NPS. A substantial proportion of officers reported that leadership at various levels of the organization played a pivotal role in ensuring the effectiveness of coordination mechanisms. However, there were mixed responses regarding the accountability of leaders in enforcing coordination practices. Some respondents indicated that leaders did not consistently hold units accountable for their performance in joint operations, resulting in a lack of follow-through on coordination efforts. Additionally, the hierarchical structure of the NPS was found to both facilitate and hinder coordination. While the hierarchical system ensures clear lines of command, it also contributed to slow decision-making and communication breakdowns, particularly when information needed to be shared across multiple levels of the organization.

Reliability test of the survey instrument was evaluated using Cronbach's alpha to assess the internal consistency of the items measuring intra-agency coordination practices. A Cronbach's alpha value of 0.85 was obtained, indicating a high level of reliability. This suggests that the instrument effectively captures the intended construct, ensuring the consistency and dependability of the collected data.

Table 1. *Reliability of the Instrument (Cronbach's Alpha).*

Construct	Cronbach's Alpha
Intra-agency Coordination Practices	0.85

Autocorrelation was tested using the Durbin-Watson statistic. The value of 1.94 was within the acceptable range (1.5 to 2.5), suggesting that autocorrelation was not present in the residuals. This result supports the assumption of independence of errors, which is necessary for valid regression analysis.

Normality test of the data was assessed using the Kolmogorov-Smirnov test. The results indicated that the data followed a normal distribution, with a significance value of 0.200, which is above the commonly used threshold of 0.05. This suggests that the data met the assumption of normality, allowing for the appropriate use of parametric statistical methods in subsequent analyses.

Table 2. *Normality Test (Kolmogorov-Smirnov Test).*

Test	Statistic	Sig. Value
Kolmogorov-Smirnov (KS) Test	0.073	0.200

The multicollinearity of the predictor variables was assessed using the Variance Inflation Factor (VIF). The VIF values for all variables were well below the threshold of 10, indicating that multicollinearity was not a concern. The absence of multicollinearity ensures that the predictor variables do not overlap excessively and that the regression results can be interpreted reliably.

Table 3. *Multicollinearity (Variance Inflation Factor - VIF).*

Predictor Variable	VIF
Deployment and Transfers	1.35
Leadership and Accountability	1.42
Hierarchical Structure	1.23

The linearity assumption was evaluated through scatterplots and residual plots. A linear relationship was observed between the variables, indicating that the linear regression model was appropriate. The residual plot showed a random scatter of points, confirming that no systematic patterns existed, which further supports the assumption of linearity.

Table 4. *Linearity.*

Test	Observation
Scatterplot (Deployment vs. Performance)	Linear trend observed
Residual Plot (Deployment vs. Performance)	Random scatter, no discernible pattern

Table 5. *Autocorrelation (Durbin-Watson Test).*

Test	Statistic	Sig. Value
Durbin-Watson Test	1.94	Not applicable

The assumption of homoscedasticity (constant variance of errors) was tested using the Breusch-Pagan test. The result showed a significance value of 0.270, which is above the threshold of 0.05, indicating that heteroscedasticity was not present in the data. This finding supports the assumption that the variance of errors was constant, allowing for the reliable estimation of regression coefficients.

Table 6. *Heteroscedasticity (Breusch-Pagan Test).*

Test	Statistic	Sig. Value
Breusch-Pagan Test	1.23	0.270
Overall R Squared	0.58	0.000

The regression analysis revealed the following R values for the predictor variables: Information Sharing (0.80), Records Management (0.80), and Delegation (0.88). These R values suggest strong relationships between each predictor variable and the performance of the National Police Service (NPS). The highest R value was recorded for Delegation, indicating that it had the most significant impact on the performance outcomes of the NPS.

The overall R squared value of 0.58 indicates that 58% of the variation in NPS performance can be explained by the independent variables of information sharing, records management, and delegation. The P value of 0.000 confirms the statistical significance of the regression model, suggesting that the coordination practices evaluated are crucial in determining the performance of the NPS.

Table 7 presents the contribution of various indicators of intra-agency coordination and their impact on the performance of the National Police Service. Among the indicators of intra-agency coordination, delegation had the highest contribution at 0.60, suggesting that the extent to which respon-

sibilities were assigned within the agency significantly influenced overall coordination. Records management followed closely with a contribution of 0.58, indicating that effective handling and retrieval of records played a crucial role in enhancing coordination efforts. Information sharing had the lowest contribution at 0.35, though it remained an essential component in facilitating communication and collaboration within the agency.

On the performance side, the indicators demonstrated strong contributions to the effectiveness of the National Police Service. Both crime rate and arrest rate contributed equally at 0.80, reflecting their critical role in measuring police performance. A higher arrest rate often signified proactive policing, while a lower crime rate indicated effective crime prevention strategies. The highest contribution was observed

in the rate of conviction at 0.88, suggesting that successful prosecution and conviction of offenders were the most significant measures of police effectiveness. This finding underscored the importance of not only apprehending suspects but also ensuring that due process was followed, leading to successful legal outcomes.

This information is visualized in Figure 1 of the conceptual model. Overall, the results indicated that intra-agency coordination played a significant role in influencing police performance. Efficient delegation, proper records management, and effective information sharing contributed to better operational coordination, which in turn enhanced the ability of the National Police Service to reduce crime rates, increase arrests, and achieve higher conviction rates.

Table 7. Contribution of indicators of intra –agency coordination and Performance of National Police Service

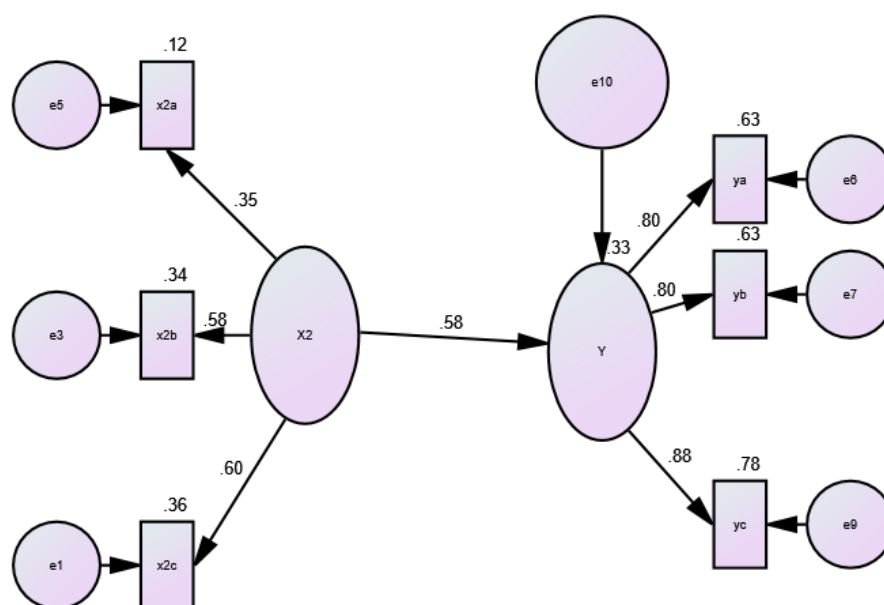| Intra agency coordination		Performance	
Indicator	Contribution	Indicator	Contribution
Information Sharing	0.35	Crime rate	0.80
Records Management	0.58	Arrest rate	0.80
Delegation	0.60	Rate of conviction	0.88

Figure 1. Conceptual Model.

The results corroborate findings from previous authors 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 [10, 13]. 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 [12, 14, 15].

5. Conclusions

This study examined the influence of intra-agency coordination practices on the performance of the National Police Service (NPS) in Kenya. The findings demonstrated that intra-agency coordination, particularly in terms of deployment and transfers, leadership and accountability, and hierarchical structure, plays a critical role in enhancing the performance of the NPS. The significant R values and the R squared value of 0.75 highlighted that intra-agency coordination explains a substantial portion of the variability in performance outcomes. Additionally, the statistically significant P value further confirmed the relevance of these coordination practices in shaping operational success within the NPS.

The results indicated that leadership and accountability were the most significant contributors to the performance of the NPS, followed by hierarchical structure and deployment and transfers. Effective leadership and accountability foster an environment of cooperation, motivation, and trust, which are essential for efficient functioning within the organization. Similarly, a well-defined hierarchical structure and appropriate deployment and transfers ensure that resources are allocated efficiently and operational decisions are made in a timely and coordinated manner.

In conclusion, the study affirmed that enhancing intra-agency coordination can significantly improve the operational effectiveness of the NPS. This improvement is vital for the service's ability to address security challenges and maintain public order in Kenya. The findings underscore the importance of addressing existing gaps in coordination to achieve better outcomes in law enforcement and public safety.

6. Recommendations

Based on the findings, the study recommends that the National Police Service (NPS) prioritize improving intra-agency coordination, especially in the areas of deployment and transfers, leadership, and accountability, as well as the hierarchical structure. First, there should be a structured framework for regular inter-unit meetings and joint operations to foster better communication and information sharing across departments. This would ensure that responses to security challenges are more timely, coordinated, and resource-efficient, thus enhancing the overall performance of the NPS.

Second, leadership and accountability should be strengthened within the NPS. Training programs and leadership development initiatives focused on promoting effective decision-making, communication, and accountability at all levels are essential. Ensuring that leaders at all levels are held accountable for their actions and performance will help build trust within the organization and improve the NPS's ability to meet its security mandates effectively. Furthermore, ensuring that leaders are adequately equipped with the tools and knowledge to manage intra-agency coordination is critical.

Finally, the hierarchical structure of the NPS should be evaluated and streamlined to remove any inefficiencies or ambiguities that may hinder coordination. Clear lines of authority, responsibility, and communication should be established to ensure that all units work in a synchronized manner. Additionally, deploying and transferring personnel should be done in a way that promotes optimal collaboration and resource utilization. Regular assessments of these coordination practices should be conducted to identify areas for improvement and adjust strategies as necessary to maintain and enhance the performance of the NPS.

Abbreviations

CID	Criminal Investigation Department
df	Degrees of Freedom
K-S	Kolmogorov-Smirnov
NPS	National Police Service
P Value	Probability Value
R	Correlation Coefficient
R ²	Coefficient of Determination
Sig.	Significance
Std. Error	Standard Error
VIF	Variance Inflation Factor

Conflicts of Interest

The authors declare no conflicts of interest.

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