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STRATEGIC INNOVATION AND ORGANIZATIONAL PERFORMANCE OF NATIONAL POLICE SERVICE IN NAIROBI CITY COUNTY, KENYA

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Abstract: Organizations operate in dynamic environments demanding continuous innovation to enhance performance and maintain effectiveness. The National Police Service (NPS) in Nairobi City County plays a vital role in ensuring public safety, yet faces persistent performance challenges including low crime resolution rates, delayed emergency responses, operational inefficiencies, and diminished public trust. Despite rising crime incidents with assault and pickpocketing cases increasing from 6.2% in 2022 to 6.87% in 2023 limited research examines how strategic innovation influences organizational performance within Kenya's policing context. This study examined the effect of strategic innovation on organizational performance of the National Police Service in Nairobi City County, Kenya. The study was anchored on Diffusion of Innovation Theory, Technology Acceptance Model, and Contingency Theory, which collectively explain how innovations are adopted, accepted, and aligned with organizational contexts to enhance performance. A descriptive research design was employed, targeting 3,000 police officers across various cadres in Nairobi County. Using stratified random sampling, 383 officers were selected, with 298 questionnaires returned, representing a 77.8% response rate. Data were collected through

structured questionnaires based on a five-point Likert scale and analyzed using SPSS version 27, employing descriptive statistics, correlation analysis, and multiple linear regression. Correlation analysis revealed that service innovation exhibited a statistically significant positive relationship with organizational performance ($r = 0.168$, $p = 0.045$), while technological, process, and organizational innovations showed positive but non-significant correlations. Regression analysis demonstrated that strategic innovation collectively explained 58.3% of performance variance ($R^2 = 0.583$, $F = 55.034$, $p < 0.001$). The study concluded that strategic innovation, particularly service innovation, significantly enhances NPS organizational performance through improved service quality, public satisfaction, and community policing effectiveness. The study recommends that NPS invest in real-time data analytics platforms, process automation, digital literacy training, flexible organizational structures, and expanded community policing initiatives, while institutionalizing strategic innovation within performance appraisal systems and policy frameworks to sustain operational effectiveness.

Keywords: *Strategic Innovation, Technological Innovation, Process Innovation, Organizational Innovation, Service Innovation, Organizational Performance, National Police Service*

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1.0 INTRODUCTION

1.1 Background of the Study

Organizational performance reflects an organization's ability to efficiently and effectively achieve its objectives. In the public sector, performance is often assessed through operational efficiency, stakeholder satisfaction, adaptability to environmental changes, and service delivery effectiveness (Kaplan & Norton, 2004). To enhance performance, organizations have increasingly adopted strategies centered on innovation. Strategic innovation, according to Islam and Wahab (2021), is essential for organizations seeking to survive and grow in a competitive environment. It involves developing and implementing creative solutions that meet the needs of customers, stakeholders, and society. Bouhelal and Adouka (2022) categorize strategic innovation into marketing, process, and organizational innovation.

Globally, strategic innovation has become a key driver of performance. Companies such as Tesla have leveraged innovation to disrupt industries and achieve market leadership (Olorunfemi, 2024). Firms that integrate innovation into their strategies tend to outperform competitors in market share, financial growth, and customer loyalty (Skarzynski & Gibson, 2021). McKinsey's Global Innovation Survey (2022) found that innovative firms report consistently higher profitability than those focusing only on operational efficiency (Lamarre, 2023). Innovation enhances agility, efficiency, and customer satisfaction—factors that strengthen organizational performance (Schlegelmich & Muller, 2022).

In Africa, innovation has transformed key sectors such as telecommunications, agriculture, and banking (AfDB, 2023). In Kenya, mobile banking exemplifies how strategic innovation drives both organizational and sector-wide performance (Musembi, 2024). East African organizations that embrace innovation achieve higher operational efficiency and sustainable growth (Mutuku & Otieno, 2022). In Rwanda, digital innovations in policing have strengthened crime prevention and improved public safety (Mukamusoni et al., 2023). These examples demonstrate the potential of strategic innovation to improve public sector performance across various contexts.

Within Kenya's public sector, the National Police Service (NPS) stands out as an agency where innovation can greatly enhance performance. According to Mungai (2021), innovations such as digital surveillance, community policing frameworks, and data-driven decision-making have improved NPS operations, particularly in Nairobi County. These initiatives have led to faster response times, better crime detection, and improved community relations (Waweru & Otieno, 2023). Similarly, Kimani (2021) emphasizes that innovation enhances operational efficiency, reduces crime rates, and builds public trust. This demonstrates that strategic innovation directly influences organizational effectiveness and societal outcomes.

However, the NPS still faces challenges that hinder its innovation capacity, including limited technological adoption, outdated policing methods, and weak inter-agency coordination. Bashir and Zelalem (2022) highlight the importance of adopting modern innovation practices to strengthen institutional performance and public trust. Therefore, strategic innovation—encompassing technological, process, organizational, and service innovations—presents an opportunity for NPS to transform its operations. By integrating data analytics, digital surveillance systems, and community-oriented strategies, NPS can improve efficiency, accountability, and service delivery.

1.2 Statement of the Problem

Organizations operate in dynamic environments that demand continuous innovation to improve performance and remain effective. The National Police Service (NPS) in Nairobi City County plays a vital role in ensuring public safety, yet it continues to face persistent performance challenges. NPS performance can be evaluated through crime resolution rates, response times, operational efficiency, and public trust (Transparency International Kenya, 2016).

According to the National Police Service Report (2023) and the Internal Civil Service Commission (2022), Nairobi continues to experience high incidences of crimes such as carjacking, smuggling, and petty theft. Crime resolution rates remain low, with assault and pickpocketing cases rising from 6.2% in 2022 to 6.87% in 2023. Delayed responses during emergencies caused by inefficient communication systems, poor resource allocation, and logistical constraints have further weakened public confidence in NPS (Internal Civil Service Commission, 2022).

Operational inefficiency, limited technological adoption, and resistance to change have constrained the modernization of police services (Awino et al., 2022; Polo, 2021). The National

Crime Research Centre (2023) also reports low public trust in NPS due to corruption allegations, excessive force, and perceived ineffectiveness. Although studies have linked strategic innovation to improved performance in Nigeria and Kenya's manufacturing sector (Olawale et al., 2019; Mbocho, 2020), limited research exists on its application within Kenya's policing context. This study therefore seeks to examine how strategic innovation influences the organizational performance of the National Police Service in Kenya.

1.3. Research Objectives

General Objective

The general objective of the study was to examine the effects of strategic innovation strategies and organizational performance of National Police Service in Nairobi City County, Kenya.

1.3.1 Specific Objectives

The study sought to;

- i. Establish effect of technological innovation on organizational performance of National Police Service in Nairobi City County, Kenya.
- ii. Evaluate the role of process innovation on organizational performance of National Police Service in Nairobi City County, Kenya.
- iii. Establish service innovation effect on organizational performance of National Police Service in Nairobi City County, Kenya.
- iv. Evaluate organizational innovation impact on organizational performance of National Police Service in Nairobi City County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Diffusion of Innovation Theory

The Diffusion of Innovation Theory, proposed by Rogers (1995), explains how new ideas, behaviors, or technologies spread through a social system over time, resulting in social change. According to LaMorte (2016), adoption occurs when individuals or organizations accept a new idea perceived as beneficial. The theory comprises three key elements: adopter characteristics, innovation attributes, and the decision process (Mahnic & Hovelja, 2016). Adoption is influenced by five factors relative advantage, compatibility, complexity, trialability, and observability (Rogers, 1995). These determine how easily an innovation is understood, tested, and accepted.

Dobbins (2011) notes that diffusion depends on innovation, communication channels, social systems, and time. However, the theory assumes homogeneity among adopters and overlooks social or emotional factors influencing innovation uptake (Ahmad et al., 2019). Despite these limitations, it remains valuable for understanding how innovations diffuse within organizations. In this study, the theory explains how strategic innovations such as technology, processes, and

community policing are adopted within the National Police Service. It helps predict adoption patterns, identify adopter categories, and analyze innovation barriers (Kaya, 2019; Nyairo et al., 2021; Getambu, 2021; Ngongo et al., 2019).

2.1.2 Technology Acceptance Model

The Technology Acceptance Model (TAM), developed by Davis and Bagozzi (1989), explains how users accept and utilize technological innovations. Initially applied to workplace technologies, it now extends to consumer and organizational contexts such as mobile commerce (Kaasinen, 2005). TAM proposes that technology adoption depends on perceived usefulness the degree to which technology enhances performance and perceived ease of use, referring to the effort required to use it (Venkatesh & Davis, 2000). If a technology is useful and user-friendly, individuals are more likely to adopt it (Davis, 1989).

TAM is valued for its simplicity and reliability in explaining user acceptance across various settings (Chuttur, 2009). Studies have validated its applicability in predicting technology adoption behaviors (Lee et al., 2003). However, it omits social and motivational factors, and sometimes fails to reflect actual technology usage. Despite these limitations, TAM has been applied in Kenyan studies such as Kitigin et al. (2020) and Mugo et al. (2017). For this study, TAM helps explain how perceived usefulness and ease of technology adoption influence strategic innovation and organizational performance within the National Police Service.

2.1.3 Contingency Theory

Contingency Theory, developed by Burns and Stalker (1961) and later expanded by Lawrence and Lorsch (1967), posits that an organization's structure and practices depend on its environment and specific circumstances. The theory emphasizes that there is no single best way to manage; rather, effective performance is achieved by aligning organizational strategies and structures with prevailing conditions. Morton and Hu (2014) argue that such alignment—termed strategic fit—enhances organizational adaptability and performance.

Contingency Theory underscores the importance of leadership style suited to situational demands. In the context of strategic innovation, effective leadership fosters a culture of creativity, provides clear direction, empowers employees, and allocates resources efficiently. Within the National Police Service, this theory helps explain how structural alignment and adaptive leadership can support the implementation of innovative strategies that enhance performance. By emphasizing the relationship between organizational design, environmental factors, and strategic choices, Contingency Theory offers a valuable framework for understanding how NPS can improve efficiency and effectiveness through strategic innovation.

2.2 Empirical Review

2.2.1 Technological Innovation and Performance

Mbogori and Moguche (2021) undertook an investigation of technological innovation on cement manufacturing firms' performance in Kenya. Mbogori and Moguche incorporated innovation diffusion theory, adopting descriptive research design. The study was carried among 9 cement manufacturing firms in Kenya using small target population of 79 individuals. Primary data was collected using questionnaires that are closed-ended, adopting descriptive statistics such as frequencies, means and percentages. Study findings revealed that, there is an existing positive and significant effect between technological innovation and performance of cement manufacturing firms in Kenya. However, the study relied solely on diffusion of innovation theory without incorporating other vital theories such as contingency theory and technology acceptance model. The study also focused on cement manufacturing firms limiting study findings to be generalized to other industries. Mbogori and Moguche also used an insignificant sample size which may not be robust enough statistically to draw general conclusions relying also on closed-ended questionnaires only limiting the depth of insights. The current study focused on NPS with high sample size of 363 subjects.

Mukemba (2024) undertook an assessment on effect of technological innovation towards global entrepreneurial performance within Kenya. Mukemba sought to unravel how technological innovation on global entrepreneurial firms aiming to thrive in competitive markets, and adopted Resource-Based View (RBV) theory, Disruptive Innovation theory and Dynamic Capabilities theory. Desk methodology or secondary data collection was adopted which involves data collection from existing literature sources for the purpose of low-cost advantage. The study ventured into published reports and studies accessible through online libraries and journals. The study found that technological innovation and performance of global entrepreneurship is a multifaceted and complex phenomenon. Technology advancements significantly impact Kenyan entrepreneurial landscape, fostering both challenges and opportunities. However, rapid technological changes also pose challenges such as infrastructure inadequacy, digital divide and limited capital and skill access. However conceptual gap is evident from this study, whereby a more in-depth investigation needs to be undertaken into precise mechanisms using different technological innovation types. The study also focuses on SMEs, e-commerce firms and startups, therefore impact of technological innovation on entrepreneurial firms may not be the same to other sectors pointing out a contextual gap. The study also focused on dynamic capabilities, resource-based view, and disruptive innovation theory which might not be exhaustive when applied in a unified framework, while it does not also test the theories in the Kenyan entrepreneurial context.

Akinde and Bako (2020) undertook a study on technological innovation effect and organizational performance of Dangote Plc. Akinde and Bako delved into find out the impact of market planning and strategic planning capabilities on organizational performance. The study was anchored on unified acceptance theory and technology utilization in explaining acceptance of technology. Descriptive research design was adopted for the study, suing a sample size of 96 employees. Data collection was carried out using structured questionnaires while analysis data was done using simple percentage statistics and linear regression analysis to test hypothesis. The study found that

marketing capability and strategic planning capability bear a positive relationship with organizational performance. However, the study focused on a narrow scope of technological innovation without exploring further the dimensions of technological innovation which are vital for performance. The study is also conducted in Nigeria, making findings generalizability difficult in different regions such as Kenya. The sample size is also small which might not be the entire representative of Dangote Plc workforce.

2.2.2 Process Innovation and Performance

Kowo et al. (2021) undertook an investigation on process innovation impact towards organizational performance on employees within telecommunication sector; Lagos state, Nigeria. This study incorporated questionnaire survey on a sample of 114 telecommunication operators in Lagos State, Nigeria. Their findings implied a significant effect of process innovation performance of organizations. They analyzed data using structural equation modeling (SEM). However, their focus was on process modification and sales volume in the context of telecommunications. Though the study identifies process modifications, a variable also relevant to police processes, it did not focus on police and other aspects of strategic innovations. The study is also limited in theory as it fails to mention any guiding theory for the study. There are also missing moderating variables such as organizational culture which have an influence between process innovation and performance. The study was also carried out in Lagos which limits generalization of findings. The study also used a small sample size of 114 respondents.

A study by Ahawo, (2020) researched on Kenyan nonprofit organizations process innovation and performance. Ahawo underscored that several similar studies carried out within North America and various other countries revealed a positive connection existing amid humanitarian organizations process innovation and performance. Three theories anchored the study including diffusion theory of innovation, Porters Generic theory and Schumpeter innovation theory. Research design adopted by the study was descriptive cross sectional. Humanitarian organizations' managers within top and middle cadres comprised target population nominated through sampling randomly. Primary data collection was carried out using questionnaires while SPSS software utilized for analysis. Findings from the study revealed a strong positive correlation amid process innovation and performance existed with a coefficient correlation (r) of 0.709. Ahawo therefore concluded process innovation is a vital performance predictor. However, the study used the three theories; Diffusion Innovation theory, Porters Generic theory and Schumpeter Innovation theory, neglecting other vital theories such as dynamic capabilities theory which could provide deeper insights. Focus on humanitarian organizations only does not compare with other sectors such as NPS. The study also focused on top and middle level managers neglecting lower-level employees who are involved directly in process innovation.

Muharam, Andria and Tosida (2020) examined an existing relationship amid innovations on process, market and Indonesian pharmaceutical firms' financial performance. Muharam et al. study was rooted on resources-based view theory. Muharam et al. used questionnaire survey

technique to collect primary data from managers. Data analysis was carried out using statistical software. The study found out that process innovation affect performance and the effects are moderated by disruptive technologies. However, the study lacks a strong theoretical grounding by relying on resource-based view theory. The study also assumed a linear relationship between financial performances an innovation yet in the presence of other factors such as firm size, their relationship may be non-linear. The study also focuses on pharmaceutical industry which its findings cannot be generalized to other sectors such as NPS. The study also focuses on Indonesian pharmaceuticals however results may not apply to other regions such as Kenya. The use of survey questionnaires may pose subjectivity and biasness as it relies on self-reported survey data.

2.2.3 Organizational Innovation and Performance

A study by Ng'ang'a (2020) focused on organizational innovation in the context of commercial banks in Kenya. The study incorporated resource-based view theory and diffusion of innovation theory. The study identified indicators of organizational innovation as innovations that are specific to the industry and context. They included mobile banking, money transfer and internet banking. Descriptive research design was incorporated as a suitable design to assess trends in innovation, while questionnaires were used to collect primary data and analysis carried out using statistical tools. The study findings illustrate that organizational innovation bears a positive effect on commercial banks performance in Kenya. However, there exists limited integrated research on organizational innovation management frameworks that are specific to Kenyan banks. Study also focused on commercial banks limiting the scope for microfinances and SACCOs, therefore study findings are not applicable to other sectors as well. Limited studies assess the impact of organizational innovation and performance of NPS exploring it long-term sustainability and challenges.

A study by Rahmah et al. (2020) focused on the influence of organizational innovation on performance in United Arab Emirates with product innovation and administrative innovation identified as key indicators. The study sought to explore on literature from previous studies on organizational innovation impact and firms' performance in UAE. They found that the two factors influence organizational performance. However, the study focused on businesses that were not related to policing. The study also was based on firms in UAE which its findings may not be generalized to other firms in the world and specifically in Kenya.

Soomro, Mangi and Shah (2021) sought to investigate on organizational innovation and learning significance on performance. The study applies quantitative approach and uses cross-sectional data collection to achieve its purpose. The study respondents included CEOs from different organizations. Data collection was done using survey tool and random sampling. The study also used structural equation modeling of survey data on organization innovation and performance. Study findings revealed a substantial and positive effect of organizational innovation on performance. They identified indicators of organizational innovation as, comprising transformational leadership, a shared vision, proactivity, and the environment. However, the study

did not incorporate any theory to as a foundation of its literature. The study also applied structural equation of survey data which may not be applicable to similar study in a different sector

2.2.4 Service Innovation and Performance

Kawira (2021) undertook a study on service and product innovation effect on Micro, Small and Medium Enterprises (MSMEs) performance in Kenya. Kawira delved into finding out the factors causing lack of practices effective in the market with statistical evidence of poor marketing or advertisement of products and services. The study adopted a sample size of 368 enterprises using descriptive and inferential statistics. There was an existing positive relationship amid service innovation and performance and therefore the study concluded that service innovation enhances substantially performance. The study recommended managers to act proactively towards service innovation.

Mennens et al., (2018) studied precursors of service innovation and Small and Medium Enterprises (SMEs) performance of Dutch manufacturing. Mennens et al. predicted absorptive capacity as one of service innovation antecedents a critical factor that is compelled by collaboration between a firm and its employees. The findings from the study pointed out specific service innovation antecedent bear a positive impact on SMEs performance. Therefore, the study recommended absorptive capacity as an ultimate factor enhancing service innovation performance.

Scholars Feng, Ma and Jiang (2021) undertook a comprehensive analysis on service innovation and performance of firms. Feng, Ma and Jiang underscored that existing literature has not drawn reliable conclusions on service innovation relationship with firm performance. The study utilized 46 peer reviewed articles for sampling and analysis, using design approach and quantitative review to evaluate connection amid service innovation, and performance of firms. Findings from the study demonstrated that service innovation has a significant positive impact on firm performance. Study further explored that strategic innovation and performance of firms is far influenced by contextual and measurement moderators.

3.0 RESEARCH METHODOLOGY

This chapter outlines the research methodology used to examine the relationship between strategic innovation and organizational performance in the National Police Service (NPS), Kenya. The study adopted a descriptive research design to collect both qualitative and quantitative data. The target population comprised 3,000 police officers across various cadres in Nairobi County, from which a sample of 383 officers was selected using stratified random sampling. Data was gathered through structured questionnaires containing both closed and open-ended items based on a five-point Likert scale. A pilot study involving 38 officers was conducted to test instrument validity and reliability, achieving Cronbach's alpha scores above 0.8, confirming internal consistency. Data collection was authorized by Kenyatta University, NACOSTI, and the NPS. Quantitative data was analyzed using SPSS version 27, employing descriptive statistics, correlation, and multiple regression analysis, while qualitative data was analyzed thematically. Ethical principles, including

informed consent, confidentiality, voluntary participation, and transparency, guided the research process throughout.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The information on the respondents' rate of response was collected. The data is distributed as indicated in the Figure 1 below:

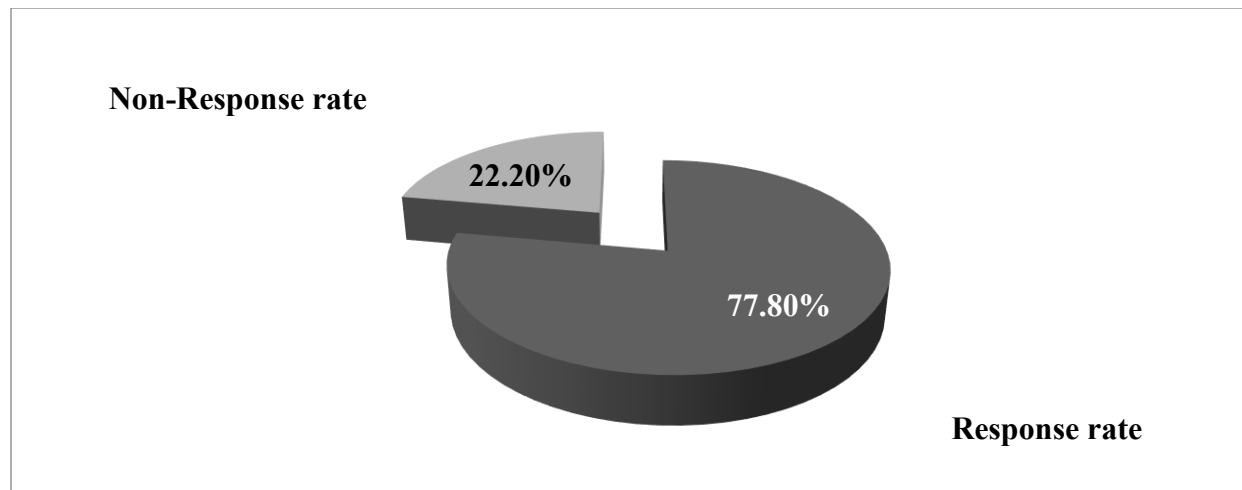


Figure 4. 1: Rate of Response

Source: Research data (2024)

A total of 383 questionnaires were sent to the study respondents. Out of these questionnaires, 298 were filled and returned, corresponding to a rate of 77.8% which according to Mugenda and Mugenda (2009), 70% and above response rate is recommendable. Additionally, Bryman and Bell (2015) suggest that a 50% response rate is significant for analysis of data and drawing conclusions, 60% feedback rate is good while feedback of 70% is excellent.

4.2 Descriptive Analysis

Descriptive analysis summarizes collected data to reveal patterns and trends using measures such as frequencies, percentages, and means. It provides an overview of respondents' characteristics and key study variables, enabling the researcher to interpret and present findings in a clear, organized manner.

4.2.1 Technological Innovation effect on performance of National Police Service

Table 2 presents the observations on the effect of technological innovation on the performance of the National Police Service (NPS) across different levels of work experience.

Table 2: Technological Innovation effect on performance of NPS

Working Experience

Technological innovation effect and performance	< 10	10-15	15-20	>20	Mean	Std. Dev
The introduction of information technology has improved organizational performance	4.05	4.16	4.11	4.10	3.59	0.62
Use of digital and communication technologies such as CCTV have enhanced operational efficiency	4.07	4.18	4.32	4.27	3.93	0.89
System development has led to faster decision-making within National Police Service	3.62	4.13	4.19	4.07	4.56	1.01
Technology advancements have led to improved crime prevention and detection efforts	3.19	3.72	4.15	3.91	4.13	1.11
Digital tools hold a significance in record-keeping and data management	3.55	3.40	3.79	3.57	3.89	0.97
Aggregate					3.99	0.92

Source: Survey Data (2025)

The findings in Table 2 show that technological innovation positively influenced the performance of the National Police Service (NPS). The high aggregate mean ($M = 3.99$, $SD = 0.92$) indicates that most respondents agreed that adopting technological innovations enhanced organizational performance. The highest rating was for the statement that system development improved decision-making speed within NPS ($M = 4.56$, $SD = 1.01$), suggesting that digital systems have significantly enhanced the quality and timeliness of decisions. Conversely, the lowest mean ($M = 3.59$, $SD = 0.62$) related to the impact of information technology on overall performance, showing varied perceptions among officers. The moderate standard deviations (0.62–1.11) reflect consistent responses across participants. Overall, the results reveal that technological innovation, particularly in system development and digital surveillance, has improved efficiency, accountability, and crime detection—findings consistent with Njeru (2022), OECD (2021), and UNODC (2021), who highlight technology's role in boosting institutional performance and transparency.

4.2.2 Technological Innovation across Demographic Variables

Data were collected using a 5-point Likert scale to quantify respondents' perceptions of technological innovation across five key items.

Table 3: Technological Innovation across Demographic Variable

Level of Education	Mean	N	Std. Dev.
Certificate	18.89	153	3.31
Diploma	20.17	110	3.42
Degree	21.23	32	3.14
Masters	20.89	3	3.67
Working Experience			
< 5	19.74	15	4.03
5-10	19.92	98	3.81
10-15	20.41	102	2.91
15-20	20.07	54	4.28

Above 20	20.60	29	2.82
Position Held			
Constable	18.74	158	4.44
Corporal	19.92	51	3.11
Senior/ Sergeant	18.27	26	3.11
Inspector and Above	19.13	63	3.54
Aggregate	19.90	298	3.41

Source: Survey Data (2025)

Findings presented in Table 3 show the mean score distribution for technological innovation across various demographic categories, including education level, work experience, and position held within the National Police Service (NPS). Respondents with a bachelor's degree recorded the highest mean score ($M = 21.23$, $SD = 3.14$), indicating greater receptiveness to technological innovation, possibly due to higher exposure to analytical and problem-solving skills acquired through advanced education. Conversely, respondents with a certificate recorded the lowest mean score ($M = 18.89$, $SD = 3.31$), suggesting a preference for more practical and flexible innovations (Mabey, Ramirez & Lewin, 2023). This aligns with Muturi (2024), who found that mid-level professionals are more likely to adopt innovative practices.

Regarding work experience, respondents with over 20 years reported the highest mean score ($M = 20.60$, $SD = 2.82$), followed by those with 10–15 years ($M = 20.41$, $SD = 2.91$), implying that experienced officers better leverage technological tools for efficiency and decision-making (Yi & Choi, 2023). Officers with less than 5 years of experience had the lowest mean ($M = 19.92$, $SD = 3.82$). Across ranks, corporals showed the highest adoption ($M = 19.92$, $SD = 3.11$), followed by inspectors ($M = 19.13$, $SD = 3.54$), reflecting varied responsibilities influencing technological engagement.

4.2.3 Process Innovation effect and performance

Table 4.7 presents findings on process innovation and its impact on National Police Service performance, analyzed using a five-level scale.

Table 4: Process Innovation effect and performance of NPS

Process Innovation effect and performance	Working Experience				Mean	Std. Dev
	< 10	10-15	15-20	>20		
Automation of administrative functions have led to improved performance	4.07	4.13	4.00	3.92	4.11	0.89
Co-creation of products and services improves service delivery in National Police Service	3.93	3.98	3.87	3.80	3.92	1.01
Agile processes and practices in crime reporting improves delivery of service	3.88	3.94	3.82	3.75	3.88	0.91
Revised internal workflows reduce operations inefficiencies	3.81	3.87	3.71	3.69	3.79	0.87
Adoption of new processes in crime reporting improve service delivery	3.92	3.98	3.83	3.78	3.88	0.56

Aggregate	3.92	0.85
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Source: Survey Data (2025)

Findings from Table 4.7 indicate that across all work experience categories, NPS respondents agreed that process innovation positively influences organizational performance. The highest mean score ($M = 4.11$, $SD = 0.89$) was for the statement that automation of administrative functions improves performance, highlighting the role of technology in enhancing efficiency. This aligns with Ali et al. (2021), who found that automation in law enforcement reduces human error and accelerates service delivery. Other highly rated innovations included product and service co-creation ($M = 3.92$, $SD = 1.01$) and introducing new crime-reporting tools ($M = 3.88$, $SD = 0.91$), emphasizing the benefits of modernization and collaborative innovation, consistent with Chesbrough & Bogers (2014). Agile processes in crime reporting ($M = 3.88$, $SD = 0.91$) and revised internal workflows ($M = 3.79$, $SD = 0.87$) received slightly lower scores, suggesting areas for further refinement. Officers with under 10 years' experience scored higher on most indicators, reflecting greater adaptability to procedural changes and emerging technologies, as noted by Vagnoni and Oppi (2015).

4.2.4 Process Innovation across Demographic Variables

Data were collected using a 5-point Likert scale to measure respondents' perceptions of process innovation across five key items.

Table 5: Process Innovation across Demographic Variables

Level of Education	Mean	N	Std. Dev.
Certificate	17.623	153	3.34
Diploma	18.931	110	3.52
Degree	18.594	32	3.43
Masters	20.825	3	5.28
Working Experience			
< 5	17.614	15	4.03
5-10	18.576	98	4.74
10-15	18.801	102	3.91
15-20	19.667	54	4.28
Above 20	19.545	29	5.82
Position Held			
Constable	18.051	158	4.15
Corporal	18.753	51	4.58
Senior/Sergeant	24.641	26	5.34
Inspector and Above	20.342	63	5.02
Aggregate	18.806	298	4.92

Source: Survey Data (2025)

The results in Table 5 reveal notable differences in process innovation across education, work experience, and job position within the National Police Service. Respondents with higher education, particularly master's degree holders ($M = 20.83$, $SD = 5.28$), demonstrated greater engagement in process innovation compared to certificate holders ($M = 17.62$, $SD = 3.34$), supporting Damampour (2014), who notes that advanced education enhances cognitive capacity and technical competence, fostering innovative behavior. Regarding work experience, respondents

with 15–20 years ($M = 19.67$, $SD = 4.28$) and over 20 years ($M = 19.55$, $SD = 5.82$) showed higher involvement, consistent with Crossan and Apaydin (2010), who observed that longer tenure strengthens absorptive capacity and learning-based innovation. By position, sergeants recorded the highest mean ($M = 24.64$, $SD = 5.34$), reflecting strong engagement in innovation activities due to their supervisory and operational roles, aligning with Bessant and Tidd (2021). The aggregate mean ($M = 18.81$, $SD = 4.92$) indicates moderate process innovation overall, highlighting uneven adoption across hierarchical and educational levels, reinforcing Tidd and Bessant's (2018) view that innovation is influenced by knowledge, experience, and role specialization.

4.2.5 Organizational Innovation effect and performance of NPS.

Organizational innovation drives NPS performance by improving efficiency, adaptability, and service responsiveness, encompassing processes, leadership, and restructuring initiatives, as shown in Table 4.9.

Table 6: Organizational Innovation effect and performance of NPS

Organizational Innovation effect and performance	Working Experience				Mean	Std. Dev
	< 10	10-15	15-20	>20		
Decision making systems advance National Police Service public satisfaction	3.72	4.07	4.13	4.00	3.92	0.91
Improvement on external relations management leads to improved communication with public	4.07	4.18	4.32	4.27	4.01	0.89
Organizational restructuring impact performance positively	3.62	4.13	4.19	4.07	3.78	1.01
Innovative leadership practices within NPS enhance organizational effectiveness	3.19	3.72	4.15	3.91	3.90	0.97
Collaborations between departments improve performance outcomes	3.55	3.40	3.79	3.57	3.58	0.80
Aggregate					3.84	0.92

Source: Survey Data (2025)

Findings in Table 6 indicate that organizational innovation significantly impacts National Police Service (NPS) performance, reflected by an aggregate mean of 3.84 and a standard deviation of 0.92, suggesting a large effect with moderate response variability. Respondents with 15–20 years of experience recorded the highest mean scores across key indicators, including external relations management ($M = 4.01$, $SD = 0.89$) and organizational restructuring ($M = 3.78$, $SD = 1.01$), indicating that experienced officers view innovation as crucial to organizational success. Conversely, respondents with less than 10 years of experience reported lower scores, particularly regarding departmental collaboration ($M = 3.58$, $SD = 0.80$), reflecting differences in institutional exposure and experiential knowledge. Experienced officers' greater absorptive capacity enables effective recognition, assimilation, and application of new organizational practices, consistent with Halim et al. (2021). Improvements in external relations ($M = 4.01$, $SD = 0.89$) and decision-making systems ($M = 3.92$, $SD = 0.91$) had the most pronounced impact, supporting findings by Juma and Owuor (2023) and Mutie and Karanja (2021) on leadership, collaboration, and accountability.

Overall, organizational innovation enhances agility, service quality, and citizen trust, aligning with the dynamic capabilities' framework emphasizing continual reconfiguration of institutional resources (Teece, 2018).

4.2.6 Organizational Innovation across Demographic Variables

Data were collected using a 5-point Likert scale to measure respondents' perceptions of organizational innovation across five items, with scores analyzed by demographic features (Table 7).

Table 7: Organizational Innovation across Demographic Variables

Level of Education	Mean	N	Std. Dev.
Certificate	19.39	153	3.90
Diploma	19.84	110	3.59
Degree	20.19	32	3.30
Masters	20.49	3	2.90
Working Experience			
< 5	18.61	15	4.90
5-10	19.46	98	4.01
10-15	20.76	102	3.27
15-20	19.78	54	3.09
Above 20	19.89	29	3.41
Position Held			
Constable	19.38	158	3.84
Corporal	20.52	51	3.31
Senior/Sergeant	21.11	26	3.01
Inspector and Above	20.02	63	3.24
Aggregate	19.84	289	3.68

Source: Survey Data (2025)

Table 7 presents variations in organizational innovation scores across demographic characteristics. Regarding education, respondents with master's degrees recorded the highest mean score ($M = 20.49$, $SD = 2.90$), followed by bachelor's degree holders ($M = 20.19$, $SD = 3.30$). Diploma holders had a moderate score ($M = 19.84$, $SD = 3.59$), while certificate holders scored slightly lower ($M = 19.39$, $SD = 3.90$), suggesting that higher education enhances appreciation and adoption of innovative practices, consistent with Wang, Sharma, and Cao (2022), who noted that advanced education improves cognitive flexibility and openness to innovation. For work experience, respondents with 10–15 years scored highest ($M = 20.76$, $SD = 3.27$), indicating mid-career personnel engage more with innovation-related activities, whereas those with less than five years scored lowest ($M = 18.61$, $SD = 4.90$), reflecting limited exposure. Slight declines beyond 15 years suggest longer-serving employees may resist new approaches, aligning with Kafetzopoulos and Psomas (2021). By position, senior/sergeants scored highest ($M = 21.11$, $SD = 3.01$), followed by corporals ($M = 20.52$, $SD = 3.31$), while constables scored lower ($M = 19.38$, $SD = 3.84$), indicating strategic involvement enhances innovation adoption. The aggregate mean ($M = 19.84$, $SD = 3.68$) reflects widespread recognition of innovation practices with moderate variability.

4.2.7 Service Innovation effect and performance of NPS.

Table 8 presents service innovation findings and its impact on National Police Service performance, analyzed using a five-point effect scale.

Table 8: Service Innovation effect and performance of NPS

Service Innovation effect and performance	Working Experience				Mean	Std. Dev
	< 10	10-15	15-20	>20		
Training and capacity building by National Police Service lead operational efficiency and performance	3.00	4.09	4.13	4.06	3.82	0.82
Level of Service quality by National Police Service improve performance	4.03	4.12	4.01	4.00	4.08	0.95
Customer service innovations improve perception of the public on National Police Service	3.54	4.21	4.42	4.10	4.07	0.88
New National Police Services introduced improve public satisfaction	3.16	3.68	4.07	3.95	3.71	0.81
Community policing by National Police Service enhances public trust	3.61	3.31	3.24	3.73	3.47	1.02
Aggregate					3.83	0.90

Source: Survey Data (2025)

Table 8 results reveal notable variations in perceived service innovation effects on National Police Service (NPS) performance across different work experience levels. Overall, respondents rated service quality improvement highest ($M = 4.08$, $SD = 0.95$), indicating strong agreement that maintaining high-quality services is crucial for enhancing performance. This aligns with Adeneji, Osibanjo, and Oke (2021), who found that consistent service improvements in public institutions positively influence efficiency, accountability, and citizen satisfaction. Officers with 15–20 years of experience recorded the highest mean score ($M = 4.42$, $SD = 0.88$) for innovations in customer service, highlighting their recognition of customer-oriented changes in improving public perception. Mutonyi and Kamau (2022) similarly emphasize that innovative customer service practices in security agencies enhance legitimacy and public trust. Conversely, officers with less than 10 years' experience scored lowest ($M = 3.00$, $SD = 0.82$) on training and capacity-building initiatives, suggesting newer officers perceive these efforts as insufficient for operational efficiency. Community policing, despite being a key innovation, received a moderate rating ($M = 3.47$, $SD = 1.07$), indicating room for strengthening public trust through engagement. Overall, customer-focused innovations and service quality are widely appreciated, though perceptions of training effectiveness and community policing vary by experience, supporting Omondi and Were (2022) on the value of sustained service innovation.

4.2.8 Service Innovation across Demographic Variables

Data were collected using a 5-point Likert scale to measure respondents' perceptions of service innovation across five items, analyzed by demographic characteristics (Table 9).

Table 4.9: Service Innovation across Demographic Variables

Level of Education	Mean	N	Std. Dev.
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Certificate	19.65	153	3.72
Diploma	19.95	110	3.62
Degree	19.85	32	3.60
Masters	20.41	3	2.87
Working Experience			
< 5	18.60	15	4.74
5-10	19.42	98	3.97
10-15	20.74	102	3.24
15-20	19.74	54	3.08
Above 20	19.84	29	3.41
Position Held			
Constable	19.30	158	3.80
Corporal	20.51	51	3.31
Senior/Sergeant	21.11	26	3.00
Inspector And above	20.01	63	3.24
Total	19.87	289	3.67

Source: Survey Data (2025)

Regarding educational level, respondents with master's degrees recorded the highest mean score for service innovation ($M = 20.41$, $SD = 2.87$), followed closely by diploma holders ($M = 19.95$, $SD = 3.62$) and bachelor's degree holders ($M = 19.85$, $SD = 3.60$). Certificate holders reported the lowest mean ($M = 19.65$, $SD = 3.72$), suggesting slightly lower engagement with service innovation compared to higher education categories. By position, sergeants scored highest ($M = 21.11$, $SD = 3.00$), followed by corporals ($M = 20.51$, $SD = 3.31$) and above inspector ($M = 20.01$, $SD = 3.24$), while constables recorded the lowest ($M = 19.30$, $SD = 3.80$), indicating that rank and seniority may positively influence involvement in service innovation initiatives. Glor (2021) emphasizes that higher-level officers often champion innovative reforms due to greater decision-making autonomy and exposure to strategic operational planning. The aggregate mean ($M = 19.87$, $SD = 3.67$) demonstrates moderate service innovation across respondents, with higher education, longer work experience, and senior ranks correlating with greater engagement in service innovation activities within the institution.

4.2.9 Performance of National Police Service

Table 10 presents National Police Service performance, measured by day-to-day operations against goals, analyzed using a five-point effect scale (Upadhaya, 2014).

Table 10: Performance of NPS

Performance	Working Experience				Mean	Std. Dev
	< 10	10-15	15-20	>20		
There is overall improved operational efficiency of National Police Service	3.56	3.96	4.11	3.96	3.89	1.11
National Police Service record a noticeable improvement in crime response and detection	3.51	4.07	3.78	3.87	3.81	0.95

Performance of National Police Service meets public expectations, accountability and perception	3.42	3.71	3.72	3.91	3.69	0.78
Response rates National Police Service is high	3.48	3.42	3.50	3.83	3.56	0.72
Crime rates and resolution have been reduced by National Police Service	3.70	3.82	3.90	3.57	3.75	0.89
Aggregate					3.74	0.89

Source: Survey Data (2025)

Table 10 outlines the existing relationship perceived between the performance of NPS and the working experience of the officers. From the findings, respondents with 15-20 years of experience rated NPS performance higher ($M = 4.11$, $SD = 1.11$) compared to other groups regarding improved efficiency of operations. On contrary, officers with working experience less than 10 years comparatively provided lower ratings across most indicators, suggesting their limited exposure to long term improvements in operations or a more critical service delivery perception. Overall, the aggregated scores indicated a generally NPS positive performance evaluation, specifically in efficiency of operations ($M = 3.89$, $SD = 1.11$) and resolution of crime ($M = 3.75$, $SD = 0.89$), while response rate by NPS received the lowest overall mean ($M = 3.56$, $SD = 0.72$). From these findings, it is evident that professional experience may influence performance perceptions, with more experienced officers responding to greater satisfaction with outcomes within the institution confirming findings from various relevant literature (Awino, Guyo & Makori, 2025; Ligami, 2023; Polo, 2021).

4.3 Inferential Statistics

4.3.1 Correlation Analysis

This study employed correlation analysis to examine relationships between four innovation dimensions technological, process, organizational, and service innovation—and organizational performance within the NPS context.

Table 11: Correlation Analysis

	1	2	3	4	5
Technological Innovation	1				
Process Innovation	.712**	1			
Organizational Innovation	.398**	.463**	1		
Service Innovation	.456**	.557**	.452**	1	
Performance	0.115	0.159	0.000	.168*	1

** Significant at 0.01 level; * Significant at 0.05 level

Source: Survey Data (2025)

The analysis reveals that service innovation demonstrated a statistically significant positive correlation with organizational performance ($r = 0.168$, $p = 0.045$). Though modest in magnitude, this relationship confirms that improvements in citizen-centered policing, customer responsiveness, and service delivery mechanisms measurably enhance NPS performance. These findings align with Kawira (2021), who demonstrated that service innovation strengthens

organizational outcomes through customer-oriented redesign. Similarly, Feng, Ma and Jiang (2021) established that continuous service improvements significantly boost operational efficiency and stakeholder satisfaction, while Skogan (2019) observed that innovative service models like community policing foster accountability and public trust. Conversely, technological innovation ($r = 0.115$, $p = 0.183$), process innovation ($r = 0.159$, $p = 0.105$), and organizational innovation ($r = 0.000$, $p = 0.999$) exhibited positive but statistically insignificant correlations with performance. This suggests their effects operate indirectly through mediating factors such as organizational culture, officer competence, and policy support mechanisms. Mukemba (2024) similarly found that technological innovation influences performance indirectly through organizational learning and knowledge dissemination. Barley and Weisburd (2020) further emphasized that technological investments yield meaningful outcomes only when integrated with comprehensive training and operational frameworks.

Technological and process innovation exhibited a strong positive correlation ($r = 0.712$, $p < 0.01$), underscoring their interdependence. This indicates that technological system enhancements directly improve process efficiency and coordination—a relationship supported by Chan et al. (2020), who found that digital platforms and automated response systems enhance operational agility in policing institutions. Overall, service innovation emerged as the most significant performance determinant, highlighting the critical importance of service-oriented reforms and community engagement within the NPS.

4.3.2 Regression Analysis

Multiple linear regression analysis assessed the causal relationship between strategic innovation dimensions and NPS organizational performance. The regression model proved statistically significant, $F(4, 133) = 55.034$, $p < 0.001$, confirming that strategic innovation dimensions significantly predict organizational performance.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.762	0.583	0.570	0.456

Source: Survey Data (2025)

The model summary reveals that the four innovation dimensions collectively explain 58.3% of performance variance ($R^2 = 0.583$; Adjusted $R^2 = 0.570$), demonstrating strong model fit. This indicates that over half of NPS performance outcomes can be attributed to strategic innovation practices findings consistent with recent literature demonstrating that innovation-driven models in public security institutions enhance citizen satisfaction, adaptability, and organizational efficiency (Mulli & Kiiru, 2020; Wakiso & Kinyua, 2025).

The correlation coefficient ($R = 0.762$) confirms a robust relationship between strategic innovation and organizational performance, suggesting that innovation improvements translate directly into enhanced operational effectiveness. This aligns with Obeidat et al. (2021), who argued that strategic innovation fosters performance by aligning institutional processes and service delivery with dynamic stakeholder needs. Within the NPS context, technology integration, service orientation, and process redesign strengthen public trust and responsiveness.

The adjusted R-square (0.570) provides a conservative estimate confirming model robustness, corroborating Xi et al. (2021), who found that multifaceted innovation strategies significantly enhance organizational competitiveness, though impact varies with managerial competencies and enabling environments. This suggests that while strategic innovation strongly influences NPS performance, complementary factors including policy frameworks, organizational culture, and officer competence remain critical mediators. The low standard error (0.456) indicates high predictive accuracy and model consistency, reinforcing that innovation constitutes a measurable determinant of organizational effectiveness (Kafetzopoulos & Psomas, 2020; Munyua & Njihia, 2022).

5.0 SUMMARY OF THE STUDY

This study examined strategic innovation as a predictor of organizational performance within the National Police Service (NPS), Kenya's primary law enforcement agency responsible for safeguarding lives, property, and national security. Strategic innovation was operationalized through four dimensions: technological, process, organizational, and service innovation, while organizational performance was measured using response rate, crime resolution rate, public accountability, and operational efficiency. Correlation analysis revealed that only service innovation exhibited a statistically significant relationship with organizational performance ($r = 0.168$, $p = 0.045$), while technological, process, and organizational innovations showed positive but non-significant correlations. Regression analysis demonstrated that strategic innovation collectively explained 58.3% of performance variance ($R^2 = 0.583$), with the model proving statistically significant ($F = 55.034$, $p < 0.001$). These findings confirm that strategic innovation, particularly service innovation, significantly enhances NPS performance. However, the indirect effects of other innovation dimensions suggest mediation through organizational learning, leadership support, and officer competence development, indicating that 41.7% of performance variance remains influenced by factors including organizational culture, leadership effectiveness, and resource adequacy.

6.0 CONCLUSION

Strategic innovation plays a critical role in enhancing National Police Service organizational performance. Technological innovation, though statistically non-significant in correlation, emerged as a vital predictor improving resource deployment and operational efficiency. Process innovation similarly contributed to performance by streamlining workflows and reducing operational variability, though capacity building remains essential for junior officers. Organizational innovation, while not directly significant, influences performance through improved leadership effectiveness, interdepartmental collaboration, and decision-making structures. Service innovation emerged as the strongest direct performance driver, enhancing service quality, public satisfaction, and community policing effectiveness. The regression model confirmed that all four innovation dimensions collectively and significantly predict organizational performance, explaining over half the variance. Sustaining performance requires deliberate investment in digital technologies, process automation, continuous training, and interdepartmental collaboration to strengthen NPS effectiveness in addressing Kenya's evolving security challenges.

7.0 RECOMMENDATIONS

NPS should invest in real-time data analytics platforms and digital literacy training, particularly for junior officers. Process automation and agile workflows must be prioritized alongside capacity-

building initiatives. Flexible organizational structures should facilitate participatory decision-making and enhanced interdepartmental collaboration. Service delivery models emphasizing community policing, mobile service units, and public feedback systems require expansion. Policy frameworks should institutionalize strategic innovation within performance appraisal systems, establishing dedicated innovation units with clear mandates and budgets. Government resource allocation must prioritize technological infrastructure and automation investments to ensure sustainability of innovative initiatives across all NPS departments.

8.0 AREAS FOR FURTHER RESEARCH

Future research should examine additional performance determinants including organizational culture, leadership styles, and resource allocation. Studies should replicate findings across Kenya Prison Service, Kenya Defense Forces, and international security agencies to strengthen external validity. Investigations into mediating variables officer training, management support, ICT infrastructure are essential. Theoretical refinement of diffusion of innovation theory, technology acceptance model, and contingency theory within security contexts requires further scholarly attention.

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