



NATIONAL DEFENCE UNIVERSITY-KENYA

**EMOTIONAL INTELLIGENCE AND EMPLOYEE PRODUCTIVITY IN THE
NATIONAL POLICE SERVICE, CASE OF NAIROBI COUNTY KENYA**

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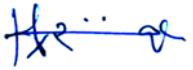
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**A Research Project Submitted in Partial Fulfillment for the award of Masters of
Arts in National security and strategy**

OCTOBER, 2023

DECLARATION

I, **Kangogo Kemboi Reuben** hereby declare that this research project is my original work and has not been presented for a degree in any other University.

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This project has been submitted for examination with my approval as University Supervisor;

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DEDICATION

I dedicate this research project to my family for their love and support during my study at National Defense university- Kenya. You have truly sacrificed a lot to see me through.

ACKNOWLEDGEMENT

I acknowledge my supervisor Dr. Patrick Maluki for his relentless contribution which facilitated the completion of this research project. His immense command and knowledge of the subject matter enabled me to shape this project to the product that it is now.

I also thank my family for their material and emotional support that enabled me work on this academic project. It is my prayer that their sacrifice will be immensely rewarded.

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ABSTRACT

Law enforcement is a highly complex profession that is faced with a high demand for leadership and professionalism since they engage with diverse population in their daily running of activities. Police officers' productivity can be affected by many factors owing to the nature of the job. Having to work in a stressful environment affects the way they make decisions and execute their tasks. When employees are aware of their surroundings and the impact of maintaining their relations, they will manage the situations more decently than having random outbursts while at work. The study assessed the connection betwixt emotional intelligence (EI) and employee productivity (EP) in the NPS in Nairobi County, Kenya. The study stressed on three objectives, including "self-awareness, social awareness, and relationship management", to understand how these aspects of emotional intelligence influence employee productivity. A quantitative research design was adopted, and a sample size of 351 officers used. Further a descriptive research design was also adopted and the target population was 2883 police officers currently working in Nairobi County. Using proportionate random sampling, the sample size consequently comprised of 36 Gazetted police officers, 68 members of inspectorate, 95 Non-commissioned officers and 152 junior officers to make a total sample of 351 officers. Self-structured questionnaires were utilized to gather data and, modified to include both EI and EP elements and interview guides. Reliability of the research tools was tested and Cronbach's Alpha Coefficient of reliability was computed and found to be 0.7. Validity of the data collection instruments was ascertained through expert review. SPSS was adopted to analyze primary data. The results of the study show that, "self-awareness, social awareness, and relationship management", have a remarkable effect on employee productivity among NPS officers in Nairobi County, Kenya. Self-awareness had positive impact on employee productivity, with the promotion of self-awareness among officer's leads to an increase in productivity. Social awareness also had a positive impact on employee productivity, and can be used as a predictor of employee productivity. Relationship management also has a sturdy positive interconnection with employee productivity, and the coefficient of determination indicated that 12% of the variation in employee productivity was explained by relationship management. The findings reveal that, that emotional intelligence significantly impacted on employee productivity in the NPS. It is hence recommended that emotional intelligence training programs should be developed to enhance the emotional intelligence of NPS officers. Further research can be conducted to examine the effect of emotional intelligence training programs on employee productivity in the NPS.

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LIST OF ABBREVIATIONS AND ACRONYMS

APS	Administration Police Service
EP	Employee productivity
IG	Inspector General of police
HR	Human Resource
HRM	Human Resource Management
KPS	Kenya Police Service
MLR	Multi Linear Regression
NPS	National Police Service
SCPC	Sub County Police Commander
SPSS	Statistical Package for Social Scientists
DCI	Directorate of criminal investigation.

DEFINITION OF KEY TERMS

Emotional Intelligence: the capability of a person to identify how they are feeling and separate their emotions from their decision-making processes.

Intelligence Quotient: The score that an individual has which reveals how well an individual can reason and solve problems.

Emotional Quotient or Emotional Intelligence donates to the capacity to recognize, examine as well as elucidate emotions.

Social Awareness refers to the skills to successfully communicate and sympathize with others at the same acknowledging their behaviors, ideologies as well as choices without judging them.

Self-Awareness: This is the state of recognizing one's intuitions, predilection, beliefs, as well as individual's moods.

Organizational Commitment: the rate of involvement in a work environment with the aim of helping achieve the organization's objectives.

Relationship Management: donates to the capacity to make, control and sustain relationships with others.

Employee productivity refers to the specific amount of work a certain employee can produce in a specific time.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Law enforcement is a diverse yet highly complex profession. It is one of the professions that is faced with a high demand for leadership and professionalism as law enforcers engage with a diverse population in the daily running of activities. Police are very essential workers in the community tasked with the role of maintaining peace and order. They ensure society's being and help protect the citizens of each community from attacks, and robberies, and assist in times of disaster.

Police officers deal with new and unexpected turn of events every day at work. They equally respond to a diverse population with some individuals always looking forward to challenging their authority. According to Ali et al., police officers are deployed in a very challenging environment that has a lot of pressure where officers sometimes risk their lives a lot.¹ Police are involved in many situations that would cost them their lives.

Since they live to fight crime, police officers often find themselves dealing with crooks and criminals who can jeopardize police operations. Nevertheless, police officers are all encouraged to have high levels of intelligent quotient (IQ) which is based on grades and work experience but little emphasis is put on their emotional intelligence. The nature of work that members of the National police service engage in requires them to make fast decisions

¹ Al Ali, Omar Ebrahim, Iain Garner, and Wissam Magadley. "An exploration of the relationship between emotional intelligence and job performance in police organizations." *Journal of police and Criminal Psychology* 27, no. 1 (2012): 1-8.

that are sometimes a matter of life. Sometimes, police officers may act fast while not being aware of their surroundings for lack of social and self-awareness. Due to the nature of their career, police are required to possess special skills which include the ability to make their choices precisely and accurately, work together with community members and observe, collect information and retain this information that happens to be adversely detailed in some situations.

To appropriately manage to have these skills requires police officers to be in the right state of mind as they need not have any emotions that would influence their decisions. Civilotti reveals the skills of an officer are negatively affected by cases of stress or burnout which in turn lead them to make decisions based on their emotions.² To prevent these occurrences where police officers make decisions based on how they are feeling or what is currently going on in their lives; police officers require having high levels of professionalism.

Employee productivity is ideally how employee executes their tasks to a certain level of fulfillment. It is simply looking at how employees perform daily in the workplace as this will have an impact on the success or failure of an organization. Employee productivity analyses the effectiveness, quality, and efficiency of an employee's output. Other than the qualities of the work that an employee does, employee productivity is also viewed in the behaviors of an employee at work. These qualities and behaviors of employees are very essential because they are used to determine progress in the workplace. Human resource departments use the

² Civilotti, Cristina, Daniela Acquadro Maran, Sergio Garbarino, and Nicola Magnavita. "Hopelessness in police officers and its association with depression and burnout: a pilot study." *International journal of environmental research and public health* 19, no. 9 (2022): 5169.

productivity of employees to review and have evaluations to determine if the organization's objectives are being met. Through employee performance, an organization can assess whether an employee is an asset or a liability. Police officers work in a very stressful work environment which makes them deal with high work pressure. This added to their issues at home can affect how an officer handles their emotions while at work leading to poor productivity.

Police officers' productivity can be affected by many factors owing to the nature of their job. Having to work in a stressful environment affects the way they make decisions and the morale they have toward employment. Their issues such as stress may get in the way of their work and affect how well they execute their tasks at work affecting their employee productivity.

Ekermans et al reveal that an individual's awareness of the environment helps them to know how to react.³ When employees are aware of their surroundings and the impact of maintaining their relations, they will manage the situations more decently than having random outbursts while at work. Several elements help an employee to manage their emotions. According to Goleman's theory of emotional intelligence an emotionally intelligent is an individual with the ability of comprehending their feelings and other people's emotions especially the ones they engage with. He based his analysis on emotional intelligence skills that had been used in various firms to discriminate between high levels of

³ Görgens-Ekermans, Gina, and Chene Roux. "Revisiting the emotional intelligence and employee performance debate: (How) does emotional intelligence matter to effective employee performance?." *SA Journal of Human Resource Management* 19 (2021): 1279.

productivity.⁴ He posits that, “social awareness, self-awareness, and relationship management” were very important skills in emotional intelligence.⁵ With the help of social and self-awareness, employees learn how to respond to situations while considering the environment that they are in. This requires a special level of intelligence which would allow an employee to follow the right path of resolving their issues and conflicts and not allowing their emotions to affect how they make decisions. Goleman came up with an emotional intelligence theory that reveals how emotions affect an individual’s productivity.

Emotional intelligence donates to the ability of a person to assess and acknowledge frustration or stress-related emotions. These employees realize the employment responsibilities and work towards the achievement of these roles without letting personal frustrations and stress-related issues affect their employee productivity. Civilotti establishes that with emotional intelligence people can express their personal feelings and be able to hold communications in place without allowing their feelings to get in the way.⁶

They have a higher level of job satisfaction and report high productivity. According to Tenai, police job productivity is higher when their emotional quotient is equally high.⁷ High emotional intelligence reveals that an officer can communicate effectively, manage their emotions positively, and be empathic with others particularly with common citizens that they

⁴ Goleman, Daniel. "An EI-based theory of performance." *The emotionally intelligent workplace: How to select for, measure, and improve emotional intelligence in individuals, groups, and organizations* 1, no. 1 (2001): 27-44.

⁵ Goleman, Daniel. "An EI-based theory of performance."

⁶ Civilotti, Depression & Burn Out in Police, 2022, 5169

⁷ Tenai, Isack, and Philip Wambua. "Organization Social Practice and Performance in the Kenya National Police Service: A Case of Central Police Division, Nairobi." *International Journal of Business Management, Entrepreneurship and Innovation* 3, no. 2 (2021): 72-89.

serve, have better approaches when resolving conflict, and also have a better comprehension rate of the normal running of day-to-day activities. The nature of work that police officers are responsible for requires emotionally intelligent people. Police officers are exposed to a very highly stressful environment that needs them to have control of their emotions. To be able to work effectively they need to maintain high social awareness and self-awareness and have great relationship management skills. These three skills are essential elements of emotional intelligence. Appropriately handled emotions increase trust, loyalty, and commitment which in turn lead to higher productivity, efficiency, and effectiveness level of employees.

1.2 Statement of the Problem

Employee productivity which helps to build an organization's overall performance starts at the root where each employee's character affects the overall output. Employees' behaviors are affected by their emotional baggage which is attributed to the problems that employees face. These behaviors dictate the social and self-awareness of an officer and how they carry themselves out. When an employee has a lot of stress, they may be less socially aware of themselves and they end up behaving poorly.

On the other hand, when an officer is socially aware, they will act correctly because they are in the midst of other people. Understanding these emotions and feelings and being able to manage them is what molds an effective employee. Emotional intelligence helps employees to bring in great character while at work despite stressful situations that would otherwise jeopardize their work. Emotional intelligence improves the awareness of an employee and improves the relationships that the officer has with others

Police officers face a lot of problems that cause them to have stress and consequently reduce their productivity.⁸ Tenai explains that major barriers faced by police officers include low pay and remuneration, poor housing, unstable work environment, punitive transfers, and lack of necessary resources.⁹ These problems when not managed well can make employees develop poor social and professional habits.

According to Omondi, 85% of police officers have been reported to work while facing operational stress and burnout.¹⁰ Despite the high rate of stress and poor working environment, they are still expected to remain productive and develop highly professional habits. This becomes a problem when an officer lacks the emotional intelligence skills to handle the intense pressure to remain productive.

Although high emotional intelligences increase the output of employees thus maintaining high satisfaction rates, organizations have not consistently trained their employees on emotional intelligence and the need to develop an increased awareness level at work.¹¹ There is a great need to fill this gap of knowledge which is what has produced this study. This study therefore aims at examining the effect of emotional intelligence on the productivity of the employee in the NPS in Nairobi County?

⁸ Baek, Hyunin, Sungil Han, and Randy Seepersad. "The impact of social support and occupational stress on burnout in the Trinidad and Tobago police service." *Police Quarterly* 25, no. 3 (2022): 310-337.

⁹ Tenai, Social Practice and Performance in Kenya Police Service, 2021, 75

¹⁰ Omondi, Grace Awuor. "Influence of manager's emotional intelligence on employee job satisfaction at the Kenya post office savings bank." PhD diss., University Of Nairobi, 2016.

¹¹ Kirui, Violet, and Violet Kirui. 2022. "Factors Shaping Police Performance In Kenya". *Crime Research Centre*. <https://www.crimeresearch.go.ke/factors-shaping-police-performance-in-kenya/>.

1.3 Research Questions

- i. How does self-awareness affect the productivity of National Police Service officers in Nairobi County?
- ii. In which way does social awareness affect the productivity of National Police Service officers in Nairobi County?
- iii. What is the effect of relationship management on the productivity of National Police Service officers in Nairobi County?

1.4 Study objectives

1.4.1 General Objective

The general objective of this study was to establish the effect of emotional intelligence on the productivity of National police service officers in Nairobi County

1.4.2 Specific Objectives

- i. To examine the effect of self-awareness on the productivity of National Police Service officers in Nairobi County
- ii. To determine how social awareness affects the productivity of National Police Service officers in Nairobi County
- iii. To establish how relationship management affects the productivity of NPS officers in Nairobi County

1.5 LITERATURE REVIEW

The analogy of emotional intelligence is not a recent one as it started years ago. According to Bru-Luna, concepts of emotional intelligence began in the early 1920s however; it was not until the 1980s that researchers started to conceptualize the ideologies of emotional

intelligence.¹² The term emotional intelligence is utilized to explain the capacity of an individual to identify how they are feeling and separate their emotions from their decision-making processes. Salovey and Mayer notably revealed emotional intelligence as the ability of a person to control their emotions and that of others and to distinguish those emotions from each other and use this information to guide the way they think and act.¹³

Emotional intelligence essentially relates to how people relate to pressures that they receive from the external environment. Salovey and Mayer enriched their views on emotional intelligence regarding productivity through the ability to resolve problems and issues through control of one's emotions.¹⁴ Salovey and Mayer, argue that emotional intelligence encompasses four main elements.

These elements include the ability to recognize and access and show emotions, the capacity to think using emotions, the capacity to comprehend emotions as well as acquire emotional knowledge, and the capacity to control emotions by managing and regulating them.¹⁵ In the year 1988, a very influential researcher Goleman made a presentation on the concepts of emotional competence stating that based on emotional intelligence, emotionally competent people make good achievements at work. Goleman had defined these abilities revealing that they are termed as "self-awareness, social awareness, relationship management, and self-

¹² Bru-Luna, Lluna María, Manuel Martí-Vilar, César Merino-Soto, and José L. Cervera-Santiago. "Emotional intelligence measures: a systematic review." In *Healthcare*, vol. 9, no. 12, p. 1696. MDPI, 2021.

¹³ Salovey, Peter, and John D. Mayer. *Emotional intelligence*. Dude publishing, 2004.

¹⁴ Odukoya, Adedayo J., and Elizabeth I. Olowookere. "Review of studies on the psychometric properties of Mayer–Salovey–Caruso emotional intelligence test." *Journal of Advanced Research in Dynamical and Control Systems* 12, no. 7 (2020): 1961-1968.

¹⁵ Salovey and Mayer. *Emotional Intelligence*, 2004

management”.¹⁶ To differentiate emotional intelligence from emotional competence, Goleman thought that emotional intelligence is a potential capacity a person can have which will impact their behaviors and productivity while emotional competence was already an acquired ability that relied on emotional intelligence.¹⁷

1.5.1 Theoretical Literature Review

Various theories have been adopted to explain the phenomena of emotional intelligence and how emotions affect how people make decisions. All these theories are very essential in understanding how emotional intelligence affects productivity. The theories help to reveal how aspects like relationship management, social awareness, and self-awareness are important when it comes to an individual’s productivity.

Essentially, these theories establish how well an employee will perform and execute their tasks as an emotionally intelligent person and how lack of emotional intelligence can affect performance. These theories include; “Daniel Goleman's emotional intelligence theory, Salovey and Mayer’s Emotional Intelligence theory and Lazarus’ Cognitive Appraisal Theory”.

¹⁶ Goleman. Brain and Emotional Intelligence, 2011, 95

¹⁷ Goleman. Brain and Emotional Intelligence, 2011 94

1.5.1.1 Salovey and Mayer's Emotional Intelligence Theory

Salovey and Mayer defined emotional intelligence as the capacity of a person to comprehend their emotions and those of others.¹⁸ They believed that the ability to process information about an individual's feelings and those of others would guide one's thoughts and behaviors. According to Salovey and Mayer's Emotional Intelligence Theory, an emotionally intelligent person can pay attention, manage and understand not only their emotions but also the emotions of others.¹⁹

They coined four perceptions of an emotionally intelligent person. These four perceptions are “the capacity to discern as well as express the emotions of an individual and others in the right way, the capacity to utilize emotions to facilitate thinking, the capacity to understand emotional language and signals, and fourthly, the capacity to control emotions in order to attain certain objectives”.²⁰

These four perceptions of emotional intelligence based on “Salovey and Mayer's Emotional Intelligence Theory” influence the performance of an individual as these processes require effort”. Salovey and Mayer believed that emotional intelligence does not simply happen spontaneously it requires a bit of push. The four stages of “Salovey and Mayer's Emotional Intelligence include”;

¹⁸ Mayer, John D., and Peter Salovey. "The intelligence of emotional intelligence." *intelligence* 17, no. 4 (1993): 433-442.

¹⁹ Odukoya et al., "Review of Mayer–Salovey–Caruso emotional intelligence test."

²⁰ Caruso, David R., John D. Mayer, Victoria Bryan, Kimberly G. Phillips, and Peter Salovey. "Measuring emotional and personal intelligence." (2019).

The ability to recognize as well as express emotions – refers to the capacity of being able to identify individual emotions and those of others. Salovey and Mayer believed that one had to be able to know how one felt to be able to comprehend other people's emotions. Ability to utilize emotions to influence thinking - this is a skill that helps individuals to direct their thought to the most important information first.

This ability helps one to avoid making judgments based on emotions and feelings. Salovey and Mayer believed that emotions affect mood and interpretation of situations. Emotions can make one make a bad choice but with this skill, one can make decisions without letting their feelings and emotions interfere. Capacity to understand emotional language-It is the skill of understanding the emotional language that helps to distinguish different emotional signals and use the right words to define them. This skill helps to interpret complicated emotions and notice the variations from one emotion to the next.

Ability to manage emotions to achieve certain objectives - this skill helps one to realize which objectives come first and which ones do not. It is the skill of knowing the roles, objectives, and activities that one wishes to identify with and which ones are not essential thus helping to achieve set objectives.

1.5.1.2 Daniel Goleman's Emotional Intelligence Theory

Daniel Goleman was not among the first people to come up with the concept of emotional intelligence but his role in making elements of it cannot go unnoticed. Having been a journalist and a psychologist, he was able to preach enough about emotional intelligence to a larger group of society. In the year 1995, Goleman first published a book that he based on his

research on emotional intelligence, which was then that he developed the theory of emotional intelligence. According to his theory, Goleman revealed that emotional intelligence was the capability that human beings had to recognize not only their emotions but also those of other people.²¹ Essentially, he believed that an emotionally intelligent person had the ability to recognize the emotions that they had just as well as the emotions of other people they interacted with and acted accordingly.

Goleman based his interpretation on emotional intelligence competencies that have been used in numerous organizations thus distinguishing great productivity outputs. Goleman believed that an individual's emotional intelligence showed the abilities of a person to master skills such as "self-awareness, self-management, social awareness, and relationship management and how these elements translated into improved productivity".²²

According to Goleman, there are two main competencies. These two major elements of emotional intelligence are how one relates to oneself and how one relates to others i.e., personal competence (self) and social competence (others).²³ Goleman created a framework of emotional intelligence in which he stated the competencies and elements that they held.

²¹ Goleman. An EI – Based Theory of Performance

²² Goleman. An EI – Based Theory of Performance

²³ Goleman, Daniel. "Emotional intelligence: Issues in paradigm building." *The emotionally intelligent workplace* 13 (2001): 26.

Table 1:1 Goleman's Framework of Emotional Competencies

Self-Awareness	Social Awareness
Emotional self-awareness Accurate self-assessment Self-confidence	Empathy Service Oriented Organizational Awareness
Self-Management	Relationship Management
Emotional self-control Trustworthiness Conscientiousness Flexibility Drive Initiative	Efficient Communication Transformational Leadership Change Teamwork & Collaboration Influence Developing Others

According to Goleman, emotional intelligence depends on emotional competence which is a learned capability that leads to outstanding performances.²⁴ While working in customer services, Goleman established that an individual would require learning underlying abilities found in the fundamentals of emotional intelligence particularly social awareness and relationship management. Under social awareness, Goleman revealed that there would be more additional qualities that would help to determine the level of emotional intelligence in a person.²⁵

Therefore, having social awareness, or a skill that is used in customer services, would not automatically guarantee that one has mastered emotional intelligence. It is only that these skills would increase the potential of becoming better at these competencies. According to Goleman's theory of emotional intelligence, having an emotional ability such as "self-

²⁴ Goleman. An EI-Based Theory.

²⁵ Goleman, Daniel. "Emotional intelligence: Issues in paradigm building."

wareness, social awareness, or relationship management,” is very important however, it is not enough to manifest competence in emotional intelligence as a whole.²⁶

Goleman’s framework introduces us to the five characteristics of emotional skills that he believed are important in the achievement of emotional intelligence and mastering emotional competencies. These five characteristics include; self-awareness, motivation, self-regulation, social skill, and empathy. Self-awareness is the person’s ability to recognize their current moods and reasons.

According to Goleman’s, Emotional Intelligence Theory, this ability allows people to realize their strengths and weaknesses as well as have the skills to recognize the impact of these moods, emotions, and drives towards others people.²⁷ Lack of self-awareness means that an individual cannot assess the current emotional state. Self-awareness works hand in hand with other attributes such as self-confidence in situations where they assess the emotions and that of others in the same environment and evaluate their performance.

Motivation is the inner drive a person has towards tasks and roles that they should perform. Motivated individuals have a deep passion for the tasks and activities that they engage in. According to Goleman, emotionally, intelligent people have a strong drive to achieve more and they show their optimism even in situations that may be challenging.²⁸

²⁶ Goleman. An EI-Based Theory.

²⁷ Goleman. An EI Based Theory. Self-awareness allows a person to assess their emotions as well as others.

²⁸ Goleman. An EI Based Theory. Emotionally intelligent people have a higher motivation

Empathy is the capacity of a person to be able to respond to others by their current state of emotions or reactions. Empathy entails being concerned about others' well-being in times when they have negative experiences. To be empathic, one has to have the skills to sense other people's feelings and allow them to share and express themselves and understand their current state. An emotionally intelligent person can be empathic as they are aware of the feelings of others just like they are aware of their feelings.

Social skills are the capacity of a person to build and sustain external relations with others in society. Social skills are all about finding the common ground with other people who are not in the same circumstances and leveraging their views and being able to build and maintain relations. Social skills go a long way in ensuring people work well together and foster interactions in a diverse population.

Self-regulation is being able to remain controlled and maintain a positive outlook even in disruptive and unexpected situations. Being self-regulated prevents making any rush decisions or judgments and opens room for flexibility.

1.5.1.3 Lazarus Cognitive Appraisal Theory

This theory is an emotional intelligence theory that was proposed by Richard Lazarus who was an American psychologist in the year 1991. Using this theory, Lazarus attempted to elucidate how cognition, stress, and emotions are connected by focusing on appraisal. An appraisal is the likeliness of the mind to draw unconscious judgement automatically of a situation that suits them. In Lazarus' theory, he believed that it is not behavior that affects

stimuli but rather that stimuli affect how a person acts through an intervening process.²⁹ This way, one will act depending on the situation and the way that the brain will record the information presented. According to Lazarus' theory, human beings respond to situations cognitively first, then they respond emotionally and lastly, they respond physically.³⁰ He used an example of a dog explaining that if a dog was put behind a fence, the human body will not see that as a threat thus there would be little to no physical arousal.

However, if the dog was not restricted, the human body would register that as a dangerous situation and the human body would be highly aroused as the emotions of fear are registered in the body. According to Lazarus' theory, the interpretation of the stimuli would however be different depending on personal experiences.³¹ He revealed that there exist individual thoughts and perceptions of events that control the impact that an external situation would have on a person. The way that a person interprets a situation is not the same for all people thus it depends on cognitive perception.

According to the theory, the sound of a gunshot to some may indicate danger and they would run for safety while for others from their personal experiences, the sound of a gunshot would indicate a cry for help.³² The latter, therefore, would have a highly increased awareness of their environment to see any individuals who might need help. Lazarus proposed a five-step process when individuals come across emotional situations. These stages are "primary

²⁹ Lazarus, Richard S., and Elizabeth Alfert. "Short-circuiting of threat by experimentally altering cognitive appraisal." *The Journal of Abnormal and Social Psychology* 69, no. 2 (1964): 195.

³⁰ Lazarus. *Cognitive Appraisal*. 1964 (195)

³¹ Lazarus. *Cognitive Appraisal*. 1964. (196)

³² Lazarus, Richard S. "On the primacy of cognition." (1984): 124.

appraisal, secondary appraisal, stress, coping skills, and reappraisal”. Primary appraisal – is the first stage whereby a person meets a stimulus and assesses it. From the analysis, a situation can be threatening, irrelevant, or positive. Positive and stimuli that is not relevant immediately end at this stage of emotion. However, if the stimuli are dangerous, then the mind analyses the situation to know if the danger is a threat enough to cause harm.

Secondary appraisal – this is a dangerous situation whereby an individual will assess if they can handle the situation. If the person has enough resources, the stimuli end here but if the resources are not enough, the stimuli continue to the next stage. Stress – Stress comes due to the inadequate resources. This results to an emotional response as the body tries to manage the fear and anxiety that one may have. One will therefore remain at this stage until they can start working towards resolving the stress that they are currently experiencing.

Coping Skills – Coping skills are the necessary ways that a person will look into to deal with stress. According to Lazarus’ theory, there are two ways to cope with a situation. An emotionally focused person will look to change the way that they view the situation while a problem-focused person will look for ways to change the situation that they are in.³³ In the case of a gunshot, a problem-focused person will walk away from the area in search of a safer surrounding while an emotionally focused person will be calm if they realize that they are not in danger but that they are simply within a shooting range. Reappraisal – the final stage is where an individual reassesses the situation. If danger is still present, the stages become recurrent and an individual learns from the situation in hope that they will act better

³³ Lazarus, Richard S. "On the primacy of cognition."

in the future. The Lazarus Cognitive theory simply asserts that people's emotions are determined by the stimuli which then trigger an automatic behavior.

1.5.2 Empirical Literature Review

1.5.2.1 Self-Awareness on Employee Productivity.

Self-awareness is the capacity of an individual to fully comprehend themselves. Self-aware individuals are able to focus on themselves, their actions, emotions, and thoughts. By understanding oneself, one is able to align their practices to the objectives that they have. An emotionally intelligent individual must possess high levels of self-awareness. This is because self-awareness affects how an individual behaves by affecting their actions, thoughts, emotions and consequently their productivity.

A study done by Hilda, Hope, and Nnenne looks at how self-awareness, an aspect of emotional intelligence has affected employee productivity in commercial banks within Nigeria. According to Osisoma et al., the recruitment process of the banking sector in Nigeria is mainly dependent on an intelligent quotient that is hugely academically centered leaving out emotional intelligence.³⁴

These influences how employees manage their emotions while at work. While grades are important in determining who qualifies for what role within the banking sector, self-awareness is essential to reveal who will better perform and serve diligently as bank officers while working well with others. According to Osisoma et al., employee productivity which

³⁴ osisioma, hilda, e., hope, n. nzewi, and nnenne, i. nnabuife. 2016. "emotional intelligence and employee performance in selected commercial banks in anambra state, nigeria". *idpublications.org*. <https://www.idpublications.org/wp-content/uploads/2016/02/full-paper-emotional-intelligence-and-employee-performance-in-selected-commercial-BANKS.pdf>.

helps to build an organization's overall performance starts at the root where each employee's character affects the overall output. Employees' behaviors are affected by their emotional baggage which is attributed to the problems that these employees face. These behaviors dictate the level of self-awareness of an officer and how they carry themselves out. When an employee has a lot of stress, they may be less aware of themselves and they end up behaving poorly.

According to Osisioma, poor performance can be attributed to the frustrations, poor work spirits and shattered cohesion while working that employees have been facing due to the demanding nature of their job. These emotions make it hard for employees to focus on themselves thus ignoring their emotions and thoughts. Once they lack self-awareness, they are unable to align their practices to certain objectives and therefore lack focus and in turn are less productive.

The results of the research confirmed the hypothesis that self-awareness impacted employee performance within the bank. Self-Awareness was determined to be the highest quality of emotionally intelligent employees and it allowed them to work better and result in better output as it allowed individuals to analyze themselves, their actions and their behaviors. Additionally, the study corroborated with Adrian's study who had proposed that self-awareness impacted the way an individual dealt with stress at the workplace.³⁵

³⁵ adrain. emotional maturity and employee commitment. madrid, easdio printing press. (2000)

1.5.2.2 Social Awareness on Employee Productivity

Baloch³⁶ posits that, “social awareness means that one should have the capability to know what is socially acceptable in the society and how a person should act in that manner accordingly. An empathic person is the one who is socially conscious of the emotions and concerns of other people. In business environment, the communication among the people is a tough job because it requires that only those persons can interact well who are empathetic in interactions to achieve better performance in return”.

The results of the research confirmed the hypothesis that emotional intelligence impacted employee performance within the bank. Empathy was determined to be the highest quality of emotional intelligent employees and it allowed them to work better and result in better output as it gave room for team work. Additionally, the study corroborated with Adrian’s study who had proposed that emotional maturity impacted the way an individual dealt with stress at the workplace.³⁷

Osisoma et al proposed that recruitment processes should be placed on emotional intelligence instead of placing them on intelligent quotient.³⁸ However, I do not support this and instead, think that training is what should be encouraged. The gap in this study is that it is a little biased when it comes to what should happen during the recruitment process. Instead of only employing emotionally intelligent bankers, the study should recommend inclusive training to improve the emotional intelligent levels of employees.

³⁶ Baloch *et al* (2014)

³⁷ adrain. emotional maturity and employee commitment. madrid, easdio printing press. (2000)

³⁸ osisioma et al., emotional intelligence vs performance. 2016

1.5.2.3 Relationship Management on Employee Productivity

Relationship Management donates to the power to make, control and sustain relationship with others. Asilaza Noel looked into “the effect of emotional intelligence on employee performance within the private sector, the case of kinyara Sugar Company”. According to Noel, the organization lacks a focus on emphasizing good emotional intelligent practices such as relationship management, social awareness, and self-awareness.³⁹

Noel states that it has become hard for workers to resolve issues within the organization without involving their personal emotions due to a lack of emotionally intelligent practices. Noel establishes that there is a current gap in the use of emotional intelligent practices such that although people know what emotional intelligence entails, they have not mastered how they can practice emotional intelligence within the work environment.⁴⁰ This, therefore, results in poor performance by workers.

The study by Noel incorporates a descriptive research design since it is a qualitative research study. It specifically employed a correlational research approach. Due to the high population of workers within the Kinyara company, random stratified sampling was practiced and this leads to the selection of a population of 208 respondents. The 208 respondents were a representation of the whole 2,097 employees of Kinyara Sugar Company. The research calculated that it would have a 5% error margin with a 95% confident level of success.

³⁹ noel, asilaza. "the effect of emotional intelligence on employee performance in the private sector: a case of kinyara sugar limited". (2016) *erepo.usiu.ac.ke*.
<https://erepo.usiu.ac.ke/bitstream/handle/11732/3053/asilaza%20noel%20emod%20thesis%202016.pdf?sequence=1&isallowed=y>.

⁴⁰ Noel, Asilaza. "the effect of emotional intelligence on employee performance. 2016

Results from the study indicated that, “the social awareness, self-awareness, and relationship management impacts on employee’s performance”. According to Noel, employees are more functional and have an increased output when they are socially aware, have self-awareness and have high relationship management skills. Noel’s research was based on Goleman’s theory of emotional intelligence.

The study concluded that the four main dominant skills of this theory truly produce high-performing employees since they are in a position to control their emotions as well as their judgments thus fostering a conducive work environment for all. Noel’s study confirmed the hypothesis of his study that emotional intelligence has an effect on employee performance.

Additionally, Noel made a recommendation on the importance of encouraging emotionally intelligent practices within organizations. This study relates the current study as it similarly looks at how emotional intelligence can impact productivity. The study also goes on ahead to employ the same theory that is most relevant to this study. Though Noel’s research is not on police officers, it will help the researcher while conducting further research on emotional intelligence.

A study by Sabarwal and Sharma on emotional intelligence and productivity assessed the connection between emotional intelligence and job satisfaction among police personnel. They based their study on the state of Jammu. According to Sabarwal and Sharma, police personnel encounter situations that raise their feelings and emotions, and even in these

situations, they are still expected to be in their best behavior.⁴¹ Sabarwal and Sharma explain that due to the levels of stress and uncertainty that police personnel work in, their performance is affected.⁴² However, to maintain a positive output, officers need to maintain high levels of emotional intelligence so that they can still be productive at work. Sabarwal and Sharma's research also looks at the different levels of emotional intelligence between in gender relations among police personnel.

The study employs a purposive sampling technique for collecting data and information. Specifically, questionnaires were issued to the constables to gather data. A sample of 100 constables who are equally divided into both genders was used. This has ensured that the study is fair in terms of representation. The research employed a t-test and correlation for analysis purposes.

The study expected an error margin of 5% which is quite reliable for a study. Findings from the research confirmed that emotional intelligence indeed affected the performance of police constables who had five years of experience in the role. Equally, there were huge differences between the levels of emotional intelligence among the two genders stating that males were more emotionally intelligent than females. The study recommends that training be included in police departments to ensure that all genders equally develop emotional intelligent qualities.⁴³

⁴¹ Sabarwal, Lovely, and Priyanka Sharma. 2019. "Emotional Intelligence and Job Satisfaction Among Police Personnel". *Ijhsr.Org*. https://www.ijhsr.org/IJHSR_Vol.9_Issue.5_May2019/48.pdf.

⁴² Sabarwal & Sharma. "Emotional Intelligence and Job Satisfaction Among Police

⁴³ Sabarwal & Sharma. "Emotional Intelligence and Job Satisfaction Among Police

The study relates to the present study as it is in the same field of work. However, the study used a small number for the population sample which would interfere with information reliability. Nevertheless, the study tried to fill a gap in the way that emotional intelligence differentiates among gender differences which is a great step forward for research studies in emotional intelligence.

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⁴⁴ Sabarwal, Lovely, and Priyanka Sharma. 2019. "Emotional Intelligence and Job Satisfaction Among Police Personnel". *Ijhsr.Org*. https://www.ijhsr.org/IJHSR_Vol.9_Issue.5_May2019/48.pdf.

⁴⁵ Sabarwal & Sharma. "Emotional Intelligence and Job Satisfaction Among Police

These skills are seen in their “social awareness, self-awareness and relationship management”. Having these skills allows police officers especially women to be able to handle the stress that comes with their line of work. The police profession has for a long time been mainly male-dominated field. Women in this line of work have to work smart to survive. Qualities of an emotionally intelligent person would come in handy to help make them even better performers with increased productivity. Similarly male officers need to possess emotional intelligence skills to enable them to handle their emotions while at work and not let other issues get the better of them.

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⁴⁶ Sabarwal & Sharma. "Emotional Intelligence and Job Satisfaction Among Police

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1.5.3 Gaps in the Literature

There isn't much research on the National Police service or the connection between emotional intelligence and employee productivity in the body of extant literature. Our comprehension of emotional intelligence and how it relates to employee productivity in an organization might be furthered by a study that looked at such factors as “self-awareness, social awareness, and relationship management”.

The components of emotional intelligence mentioned in this study might be better understood as interconnected and reinforcing "bundles" of personal characteristics with a synergistic connection within an individual so that each component is strengthened when the others are also embraced. For a more thorough analysis of the connection between emotional intelligence as well as employee productivity, research studies that focus on the effects of the individual components rather than emotional intelligence would be very helpful in this regard. The study contends that although academic research in this field is somewhat behind in actual practice, there is great opportunity for studying the relationship between employee productivity and emotional intelligence.

1.6 Hypotheses

Null Hypothesis: There is no significant effect of self-awareness on the productivity of National Police Service officers in Nairobi County.

Alternative Hypothesis: There is a significant effect of self-awareness on the productivity of National Police Service officers in Nairobi County.

Null Hypothesis: There is no significant effect of social awareness on the productivity of National Police Service officers in Nairobi County.

Alternative Hypothesis: There is a significant effect of social awareness on the productivity of National Police Service officers in Nairobi County.

Null Hypothesis: There is no significant effect relationship management on the productivity of National Police Service officers in Nairobi County

Alternative Hypothesis: There is a significant effect of relationship management on the productivity of National Police Service officers in Nairobi County

1.7 Justification of the Study

This study examined the effect of emotional intelligence on employee productivity within Nairobi County. The study demonstrated how important emotional intelligence is and its effects on a work environment in terms of productivity. The study has identified gaps in police officers' behaviors working in stressful environment and their effects on productivity. Through the study, elements of emotional intelligence like the level of awareness were revealed and how they affected the productivity of police officers. The findings of this research will help to put more emphasis on the need to offer emotional intelligence training to police officers in Nairobi County. The training offered will help to develop the

organizations to have emotionally intelligent employees who are competitive enough to handle complex and stressful situations and settle conflicts in the line of work amicably.

Lastly, the study will contribute to minimizing the gap that already exists in academic studies on the connection betwixt employee productivity and emotional intelligence. The study findings will provoke various researchers to dig deeper into the hypothesis of this study.

1.8 Theoretical framework

Many theories have been proposed that influence productivity. However, the theory that best fits this study is “Daniel Goleman’s theory of Emotional Intelligence”. This theory looks at the three main important aspects that influence the performance of police officers which are their “self-awareness, social awareness, and relationship management”. According Goleman’s theory, emotional intelligence can only be achieved through the continued process of evaluating, reinforcing, and managing an individual’s actions, thoughts, and emotions.⁴⁷

Through the management of these actions, thoughts, and emotions, individuals are able to maintain the right behaviors and performances thus creating a conducive environment to co-exist with others. Emotional intelligence produces employees who are aware of their surroundings and consequently act accordingly. These individuals are able to manage themselves, their thoughts, and their actions. By being able to manage themselves, their thought, and actions, they achieve relationship management and self-awareness. O’Neil posits that, self-awareness and great relationship management influence the performance of

⁴⁷ Goleman, Daniel. "Emotional intelligence: Issues in paradigm building."

employees within an organization.⁴⁸ Goleman's theory reveals that an emotionally intelligent person has high self-awareness and good relationship management skills. On the other hand, social awareness helps to encourage healthy interactions and teamwork. While we live in a diverse world, not many people are able to interact with others without letting feelings of judgment cloud their thoughts. This hinders teamwork and service delivery. Emotional intelligence however would prevent these situations and ensure that all individuals are able to work together and coexist peacefully.

According to Goleman, emotional intelligence ensures that individuals are able to realize how they feel and prevent those feelings from affecting the way that they relate with others.⁴⁹ The nature of the work that police officers do predisposes them to situations that would trigger certain emotions. Police officers work with a diverse population of people from different social classes, ethical backgrounds, political, and religious affiliations. Some of these people handle themselves well while others do not. Equally, police officers have their own preferences and opinions about the diverse demographics that they work and deal with.

Despite these opinions, an officer should not make judgments based on them. Police officers are supposed to maintain Law and order at all times. Therefore, even in situations that make them angry and mad, an officer should ensure that they handle themselves well and resolve matters amicably. It is for this reason that police officers would heavily benefit from Goleman's three skills of emotional intelligence. The three skills; "self-awareness, social

⁴⁸ O'Neil, John. "On Emotional Intelligence: A Conversation with Daniel Goleman." *Educational Leadership* 54, no. 1 (1996): 6-11.

⁴⁹ Cherniss, Cary, Melissa Extein, Daniel Goleman, and Roger P. Weissberg. "Emotional intelligence: what does the research really indicate?." *Educational psychologist* 41, no. 4 (2006): 239-245.

awareness, and relationship management”, would heavily help to prevent any cases of poor judgment which would lead to wrongful convictions, police-involved shootings, and unwarranted arrests. Emotional intelligence would help officers to make rightful judgments and logically acceptable decisions which would then give them a good environment for working thus increasing police productivity.

Generally, for productivity to be improved performance has to be enhanced and one of the ways through which performance can be enhanced is through feedback. Emotionally intelligent employees will give and receive feedback without basing it on their emotions. However, those with limited emotional intelligence will base their feedback on their emotions as they lack control. Lack of control might lead to more harm because the officers will not be able to handle how they feel about a certain matter, person, or idea.

According to Manzella and West, the lack of emotional intelligence has led to more death cases where police officers let their emotions affect how they felt about others.⁵⁰ A great example of this case is the high number of African American individuals who were killed by white American cops. The movement Black Lives Matter followed a series of deaths whereby the white police officers publicly let their emotions get in the way of their work. The white police officers may have generally disliked black individuals without killing them but at work, they lacked self-control and social awareness leading to the heinous acts of murder. These police officers lacked empathy, self-awareness, and social awareness.

⁵⁰ Manzella, Leonard, and Bruce West. 2003. "Emotional Intelligence And How It Contributes To Officer Safety | Office Of Justice Programs". *Ojp.Gov*. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/emotional-intelligence-and-how-it-contributes-officer-safety>.

In Kenya, within Nairobi County, poor productivity among police officers is on the rise. Violet states that there have been an increased number of crimes, unwarranted arrests, and numerous cases where officers acted based on their emotions.⁵¹ These courses warrant the need for training on how officers should manage their emotions. Though officers work in stressful environments, there is a need to curb their emotions and produce emotionally aware officers who can relate well with others and have empathic leadership. Officers need to be skilled in using systematic approaches to situations.

Goleman's theory of emotional intelligence however has limitations as it cannot be measured. This limits employees from really being able to pin down how much emotional intelligence one can have but relate it to employee's performance. Goleman proposes that organizations to use whatever metrics they have that would make sense when it comes to measuring levels of emotional intelligence because not all metrics would work for each person. He proposes the use of assessments to determine the baseline for performance evaluations.

⁵¹ Kirui, Violet, and Violet Kirui. 2022. "Factors Shaping Police Performance In Kenya".

1.9 RESEARCH METHODOLOGY

Introduction

This section entails the research methodology embraced in the study. The methodology selected was pegged on the specific objectives of the study and hence the overall objective of investigating effects of emotional intelligence on employee productivity.

This chapter included; “research design, description of the procedures and the methods that were utilized, the target population and sample size for the study, data collection method and analysis as well as ethical considerations”.

1.9.1 Research Design

A research design specifically explained the direction that the study aimed to take. The research design established essential elements of research like the methods of study that were used to collect information. This study on the effect of emotional intelligence on employee productivity took a descriptive approach. The descriptive research approach is a method of gathering data that permitted the researcher to collect specific information, therefore, ensuring that the information is precise and accurate.

Mugenda and Mugenda, argues that, descriptive research designs are the best when a researcher seeks valid information when evaluating certain phenomena because the descriptive approach helps make interpretation of information easy.⁵² The study took place within the NPS in Nairobi County. The area was chosen because of the high number of police officers who operate in different departments of the National Police service thus

⁵² Siedlecki, Sandra L. "Understanding descriptive research designs and methods." *Clinical Nurse Specialist* 34, no. 1 (2020): 8-12.

offering a diverse population. The area also permitted easy access to necessary resources since it is the main headquarters of the National Police Service. It was easy to hold meetings with police commanders and send request letters for all services and permissions the study needed.

1.9.2 Target Population

Within the Nairobi National Police Service headquarters, the study engaged officers from all ranks including commissioners and constables alike as the target population. According to findings from Makabira and Waiganjo, the National Police Service Human Resource Record reveals that there are approximately 2883 officers assigned to the different sub-County police departments.⁵³

The distribution of the target population is presented in table 1.2 below

Table 1:2 Distribution of Target Population

	Sub County commands	Target Population
1.	Central sub-County	404
2.	Kilimani sub-County	238
3.	Embakasi sub-County	581
4.	Langata sub-County	177
5.	Dagoretti sub-County	121
6.	Buruburu sub-County	327
7.	Makadara sub County	270
8.	Starehe sub-County	315
9.	Maharani sub-County	175
10.	Gigiri sub-County	169
11.	Kayole sub-County	106
	TOTAL	2883

Source: National Police service Records (2022)

⁵³ Makabira, D. K., and Ester Waiganjo. "Role of procurement practices on the performance of corporate organizations in Kenya: A Case Study of Kenya National Police Service." *International Journal of Academic Research in Business and Social Sciences* 4, no. 10 (2014): 369.

1.9.3 Sample and sampling Techniques

The sample size for this study was obtained from the targeted population via multi-stage sampling. To choose participants from the various rankings from each stratum, a simple stratified random selection approach was used. This was chosen since it made sure that every unit within the target population has an equal probability of being represented in the sample as well as a separate opportunity to do so. Yamane's formula (1967), was adopted to produce a sample size as shown below. According to the formula, n represents the sample size, “N represents the target population, and e is the margin of error or precision error at 0.05 or 5%. At 95% level of confidence”.

$$n = \frac{N}{1 + N (e)^2}$$

“At a 95% confidence level and a margin error of 0.05, the researcher will compute the sample size as indicated within the calculation given below”.

$$n = \frac{2883}{1 + 2883 (0.05*0.05)}$$

$$n=351$$

Using proportionate sampling, the sample size consequently comprised of “36 Gazetted officers, 68 members of inspectorate, 95 Noncommissioned officers and 152 junior officers”, to make a total of 351 officers as shown in Table 1.3

Table 1:3 sampling frame

Officers' category	KPS	APS	DCI	Sample size	Percentage
Gazetted officers	15	12	9	36	10.2
Members of the inspectorate	28	23	17	68	19.4
Noncommissioned officers	39	32	24	95	27.1
Junior officers	63	51	38	152	43.3
Total	145	118	88	351	100

Source: (Researcher, 2022)

1.9.4 Data collection method

The collection of primary data was done by use of relevant research procedures and instruments as shown below.

1.9.4.1 Questionnaires and Interview schedules

To collect data from the sampled population, researchers employed self-structured questionnaires they have modified. The EI questionnaire, which had both EI and EP elements, was used in the study. This assessment tool had the capacity to record a wider range of dispositions connected to feelings and social situations at work. The survey was created with closed-ended questions for each respondent, sent to the officers, and were collected as soon as they are finished. With the use of questionnaires, the researcher managed to connect with a representative sample of participants. As a result, questionnaires compiled

data more quickly than interview guides. By using questionnaires, the researcher was also able to gather data about their own opinions and feelings, disqualifying them from the study. Reliability is the measurement of the extent that the data collection tool gives similar results in different trial tests⁵⁴. To test for reliability, the study conducted a reliability test in SPSS, where the resultant alpha score which measures internal consistency of each variable in the questionnaire was derived.

The Cochran's alpha of each was determined and that which was closer to one (greater than or equal to 0.5), then internal consistency of the item in scale was considered appropriate for the actual study, otherwise modifications were not done to the data collection tool for a suitable reliability scale of above or equal to 0.5.

The administration of the questionnaires was done by the researcher who was assisted by trained research assistants. This actually expedite the questionnaires completion as well as increasing the response rate. The questionnaires were utilized to gather primary data by the use of close ended and open-ended questions. Interview schedules were done directly to key informants on a one-on-one basis and responses recorded in the blank spaces. In cases where the respondents appeared not to conceptualize the questions, the researcher engaged a trained research assistant to guide the respondents and rephrase questions for ease of responses and subsequent validity and reliability of the responses. The respondents' identity was kept confidential and their views sealed.

⁵⁴ (Mugenda & Mugenda, 2003)

The questionnaires were reviewed over and over for any missing or repeated information. Follow ups were done through regular phone calls and personal visits.

1.9.4.2 Validity and Reliability Test

The degree to which an instrument achieves its intended purpose is measured by its validity. By administering a pretest, the study determined the validity of the research tool, hence determining the validity of the criteria and the content. By comparing the resultant correlation matrix of all the independent variables to the measure of the dependent variable after completing a correlation matrix in SPSS, criterion validity was verified. By evaluating the extent to which the questions were accurately measured the constructs of the variables as was the purpose of the study, content validity was acquired, and this corroborated with the supervisors' professional advice.

1.9.5 Data Analysis and presentation

Descriptive and inferential statistics were used to examine field data. Frequency, means, and standard deviation were used in descriptive statistics to evaluate the measures of central tendency of the variables as well as measurements of dispersion for both variables. The most recent version of the SPSS was utilized to analyze the data. The analysis's findings were presented objectively (including both descriptive and inferential analysis) in the form of tables and animated graphics.

Linear Regression Model was used to conduct out a regression analysis in order to establish the connection between independent factors and the dependent variable.

Y is the measure of Employee productivity

X1, X2, and X3 are the measures of independent variables which include; “Self-awareness, social awareness and relationship management respectively”. The slopes of regression equation in this model are β_1 , β_2 and β_3 , while β_0 is the constant regression. Finally, E stands for the error term, which is typically assumed to be 0. According to Kothari (2004), the error term is the final component of the statistical equation that denotes everything that the study's independent variables were unable to account for.

1.9.5.1 Overview of the Data Analysis Plan

The study utilized descriptive and inferential statistics to analyze the data gathered. Frequency, means, and standard deviation were deployed in descriptive statistics to evaluate the measures of central tendency of the research variables as well as measurements of dispersion for each variable. SPSS was utilized to analyze the data. The Multiple Linear Regression Model was utilized to carry out a regression analysis in order to determine the connection between both variables. ANOVA and T tests were employed in order to assess the dependability and importance of regression coefficients. Results from this analysis were presented objectively through tables and other visuals.

1.9.5.2 Data Preparation

In this study, data preparation was a crucial part of the research process. The data was collected from 351 NPS officers in Nairobi County through a survey questionnaire. The following steps were taken to ensure that the data was clean, transformed, and verified before analysis.

1.9.5.2.1 Data Cleaning: The initial stage of data preparation involved inspecting for missing values, outliers and inconsistent information. The study used the SPSS statistical software to identify any missing values, which were then addressed. The data set was also evaluated for outliers, whereby any extremely deviant values were taken out so as to avoid biasing the results. Lastly, the data was assessed for consistency to make sure that the variables had been correctly and consistently recorded.

1.9.5.2.2 Data Transformation: The next step was transforming non-normal variables. This was necessary because the multiple linear regression model requires that the data be commonly distributed. To achieve this, the study transformed the non-normal variables using logarithmic transformation or square root transformation as appropriate. Additionally, the study created dummy variables where necessary.

1.9.5.2.3 Data Verification: The final step was data verification. This entailed checking for data consistency and accuracy. The researcher utilized the SPSS software to ascertain that the data was entered correctly and the outcome was accurate.

1.9.5.3 Test of hypotheses

As suggested by Mason⁵⁵ using ANOVA and F-distribution, the study evaluated the reliability of the multi regression models. To examine the significance of the regression coefficients, a T test was used. The researcher inferred that the overall model was notable and a good predictor of the dependent variable since p value was less than 0.05.

⁵⁵ Mason et al. (1999)

1.9.6 Piloting

Juja Sub County was purposively selected for the pilot study since the station is located in the neighboring Kiambu County which had similar characteristics with Nairobi County. The pilot study was undertaken on 35 officers from Juja Sub County. It is normally known in research that 10% of the sample is viable for a pilot test⁵⁶. The pilot study was used to check for any unforeseen issues that the respondents might have ran into when engaging with the research tools. The researcher was able to address several instrument inconsistencies by conducting the pilot study. During the pilot study phase, any questions that deemed to be unclear or irrelevant were removed.

1.9.7 Ethical Considerations

Prior to the actual data collection, consent and authorization to gather information from National Defense University, NACOSTI and National Police Service Headquarters to conduct the study was sought. Every respondent was sent an introductory or transmittal letter requesting them to be part of the study. According⁵⁷ the introductory letter briefly explains the main aim of the study, the justification for the participation of the respondents, and assurance of their confidentiality. The respondents were guaranteed that any information they supplied remained anonymous, supporting the claim that the study was only utilized for academic purposes.

⁵⁶ (Cooper & Schilder, 2011

⁵⁷ Bisset (1994

1.9.8 Study Scope

The study took place within Nairobi County in Kenya. The target population was 2883 National police service officers. The study specifically focused on the impact of “self-awareness, social awareness and relationship management on employee productivity”. The study was limited to NPS Kenya. It was carried out between the months of August 2022 and May 2023 and targeted employees from all levels of management.

1.9.8.1 Limitations of the Study

Time

After the recent worldwide pandemic, many police offices put out restrictions to curb the spread of the virus. Police officers no longer work in large numbers in the offices as they have developed shift routines. This affected the number of officers available at a specific time for the study as it was hard to find all officers in one place at once. It therefore took more time to access all members needed for the population of the study.

Misinformation

The challenge of misinformation arose since some of the respondents chosen for the study offered unbiased or wrong information. Some officers feared saying the truth to ensure that they safeguard their positions so that they may not lose their jobs. Nevertheless, the researcher assured the population for the study that all information they offered was confidential and no other sources shall access the information since the research was purely for academic purposes.

1.10 Definition of Terms

Emotional Intelligence: the capability of a person to identify how they are feeling and separate their emotions from their decision-making processes.

Intelligence Quotient: The score that an individual has which reveals how well an individual can reason and solve problems.

Emotional Quotient or Emotional Intelligence denotes the capacity to recognize, examine as well as elucidate emotions.

Social Awareness refers to the skills to successfully communicate and sympathize with others at the same acknowledging their behaviors, ideologies as well as choices without judging them.

Self-Awareness: This is the state of recognizing one's intuitions, predilection, beliefs, as well as individual's moods.

Organizational Commitment: the rate of involvement in a work environment with the aim of helping achieve the organization's objectives.

Relationship Management: denotes the capacity to make, control and sustain relationships with others.

Employee productivity refers to the specific amount of work a certain employee can produce within a given period of time.

1.11 Chapter outline

Chapter one presented on “the background of the study, the research problem of the study; theoretical and empirical literature of the study, hypotheses relating to how the variables are related, study justification, methodology and definition of terms”.

Chapter two examined the effect of self-awareness on the productivity of NPS officers in Nairobi County

Chapter three determined how social awareness affects the productivity of NPS officers in Nairobi County.

Chapter four evaluated how relationship management affects the productivity of NPS officers in Nairobi County.

Chapter five presented “summary of findings, conclusion and Recommendations on the effect of Emotional intelligence on the productivity of National police service officers in Nairobi County

CHAPTER 2

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

2.1 Introduction

This chapter presents the results, and analyses the findings, interprets and presents data in line with the study objectives which were:

To examine the effect of self-awareness on the productivity of NPS officers in Nairobi County

To determine how social awareness affects the productivity of NPS officers in Nairobi County

To establish how relationship management affects the productivity of NPS officers in Nairobi County.

The findings were presented thematically under the subheadings namely; “bio data of the respondent’s self-awareness, social awareness and relationship management”. The findings were presented in frequency tables and descriptive statistics. The resulting data means were thereafter used to run a regression model using SPSS (for inferential statistics) from which conclusions and recommendations were made.

2.2 Response Rate

A targeted sample of 351 NPS officers who were; “Gazetted officers, members of the inspectorate, Noncommissioned officers, and police constables were given a questionnaire, from which the study collected data”. The response rate is presented in the figure below.

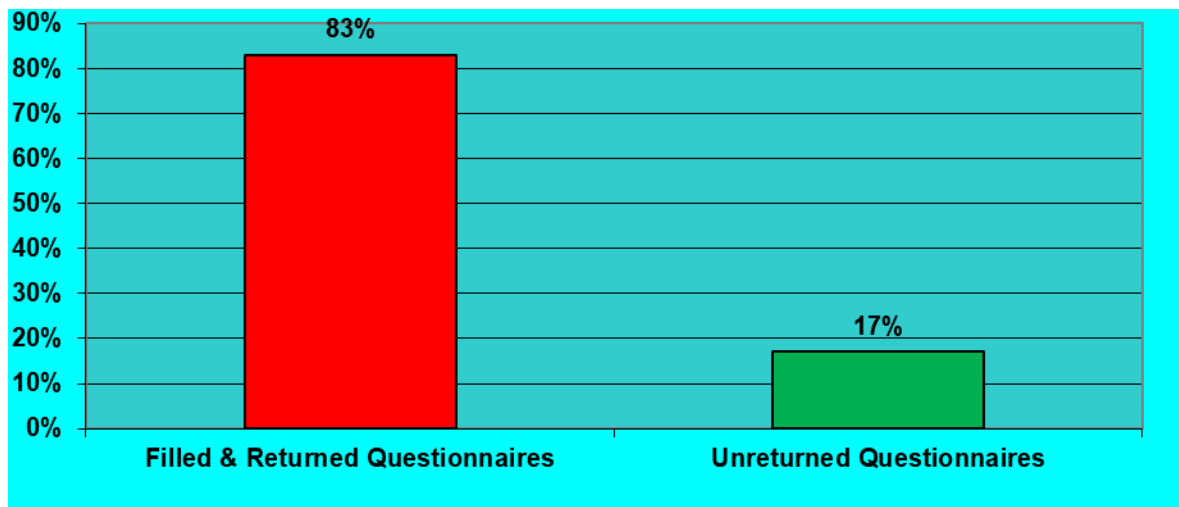


Figure: 2:1 Response Rate

Source: (Field Data, 2022)

According Figure 2.1, 351 people were included in the targeted sample, and 293 (or 83%) of those respondents completed and returned the questionnaires. Due to missing and incomplete questionnaire copies (17%; n=58), it was not able to attain a response rate of 100%. A response rate of 50% and higher, according to Mugenda & Mugenda (2003), is sufficient for analysis. Consequently, 83% is admirable. The researcher individually visited the respondents and contacted them on frequently to urge them to finish the questionnaire as soon as possible, which helped to achieve this reasonable response rate.

2.2.1 Data Testing for Reliability

Reliability analysis results are mainly intended to reconcile disparities generated by the data collection method, ensuring that they accurately represent the purposes of the study.

Table 2:1 Reliability Coefficients

Variables	Cronbach's Alpha	Number of Items
Employee productivity	0.841	06
Self-awareness	0.809	06
Social awareness	0.705	05
Relationship management	0.796	06

Source: (Field Data, 2022)

The Cronbach's Alpha was utilized to test the reliability of the data collection tool. The Alpha measured internal consistency by determining if the tool measures the same construct over and over giving a near similar result. Cronbach's Alpha was adopted to ascertain if each scale gave the consistent outcomes in the actual study. The outcomes of the pilot study revealed that all the five scales were dependable (Mugenda & Mugenda, 2009), as their reliability values exceeded the prescribed threshold of 0.7.

2.3 Demographic characteristics of Respondents

The participant's information, including; "their gender, age, position within the organization, and duration of service was as follows". This data was used to help the researcher group the participants according to their exposure and experience. These were the results:

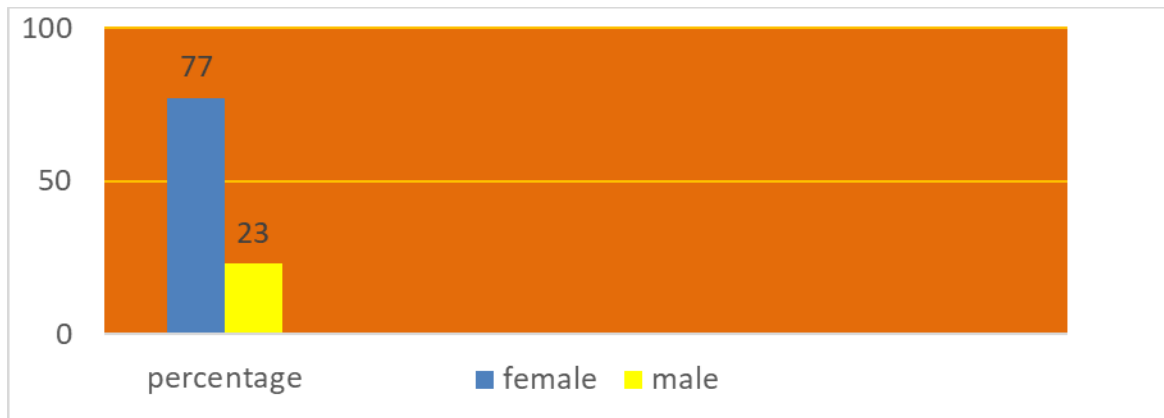


Figure: 2:2 Gender

In tandem with the findings, 84% (n= 295) of the study participants were male and females' participants were 16% (n= 56). Thus most of the participants were male.

2.3.1 Age categories of Respondents

The NPS looked at how the respondents' ages impacted worker productivity, and the results were as follows:

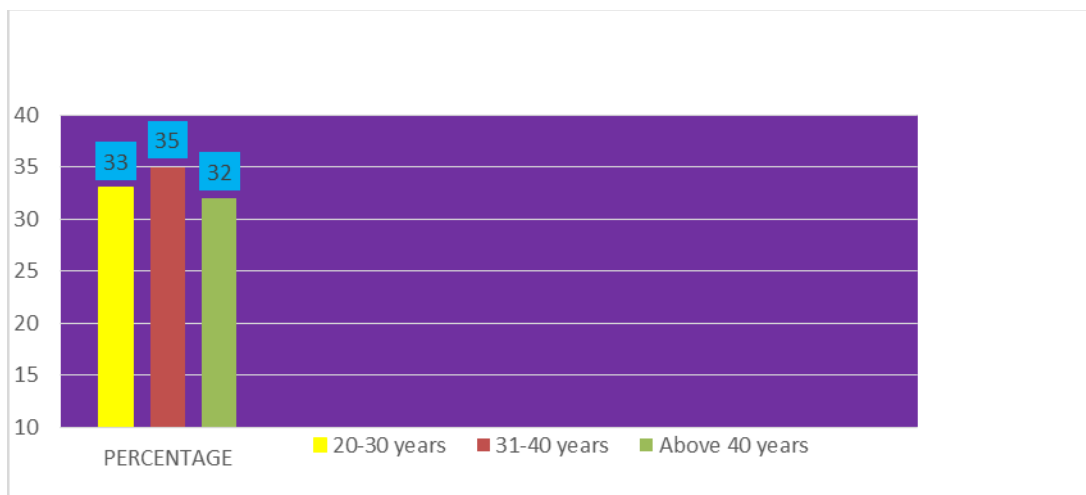


Figure: 2:3 Age bracket

Source: (Field data, 2022)

The data suggest that most respondents (33%) were between the ages 18 and 30, 35% were between the ages of 31 and 40 above 40 years, 32%. In terms of age groupings, officers aged between 31 and 40 years displayed the highest levels of emotional intelligence across all three areas. Those aged 18 and 30 presented high levels for self-awareness and social awareness but comparatively lower scores when it came to managing relationships.

Conversely, those aged above 40 years scored lower in self-awareness and social awareness however they had a higher level of relationship management. This suggests that age may be a contributory factor to emotional intelligence among National Police Service officers within Nairobi County.

It is clear that, most of the participants were younger than average, necessitating the development of engaging emotional intelligence trainings to make sure that these workers are conscious of their emotions. As a result of these young workers' drive, ingenuity, and desire to succeed in life, there is a need to train officers in emotional intelligence in order to increase their output.

2.3.2 Level of Education

In this study, the degree of schooling was also determined. The responders' educational background was thought to have an impact on their productivity and dedication to the tasks given, which led to increased productivity in the NPS. These were the results:

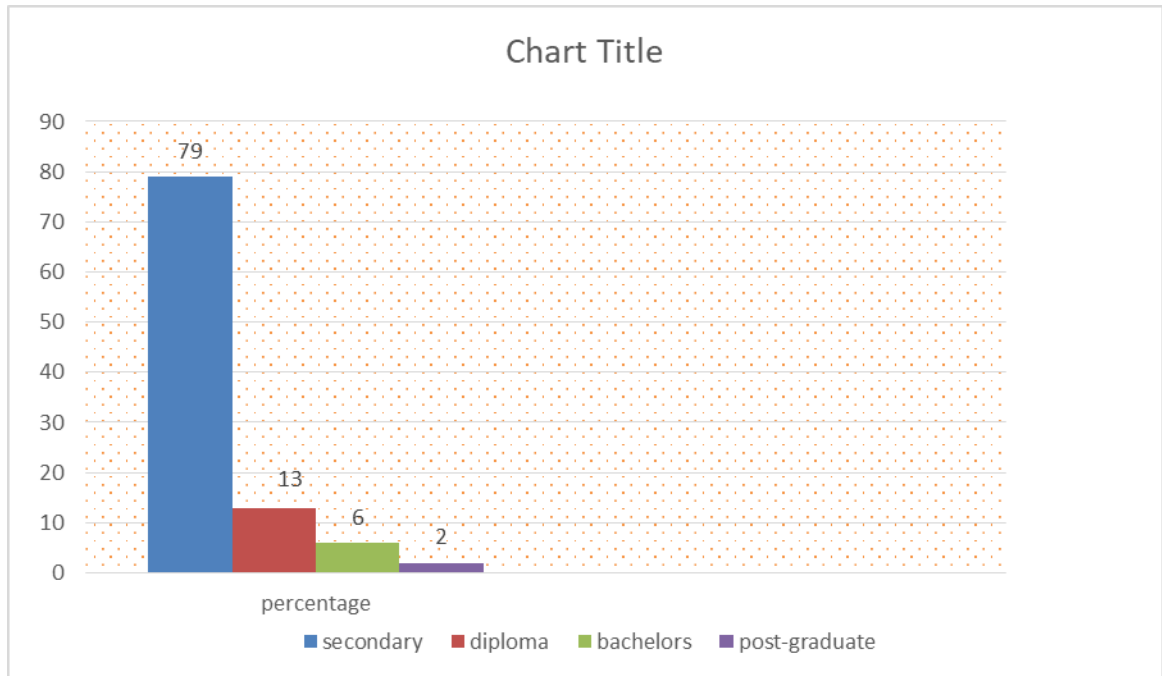


Table 2:2 Level of Education

The results reveal that 66% of the participants had completed their secondary education, 18% had completed their diploma, and 10% had earned their bachelor's degree and 1% had completed their postgraduate education. It can be assumed that 21% of the NPS officers had a post-secondary degree. Because secondary education is the prerequisite for enrollment into the NPS, applicants must have at least a "D+" (Plus) grade on the KCSE exam.

NPS officers with a bachelor's degree demonstrated the highest degree of “self-awareness, social awareness and relationship management”. This was followed by those with master's degrees while those who had only achieved secondary school education were found to have the lowest level of self-awareness but moderate proficiency in social awareness and relationship management. Such findings suggest that educational background may be linked to emotional intelligence among these officers.

2.3.3 Service Rank

In addition, the respondents were asked to specify their specific job titles within NPS. The results are as follows:

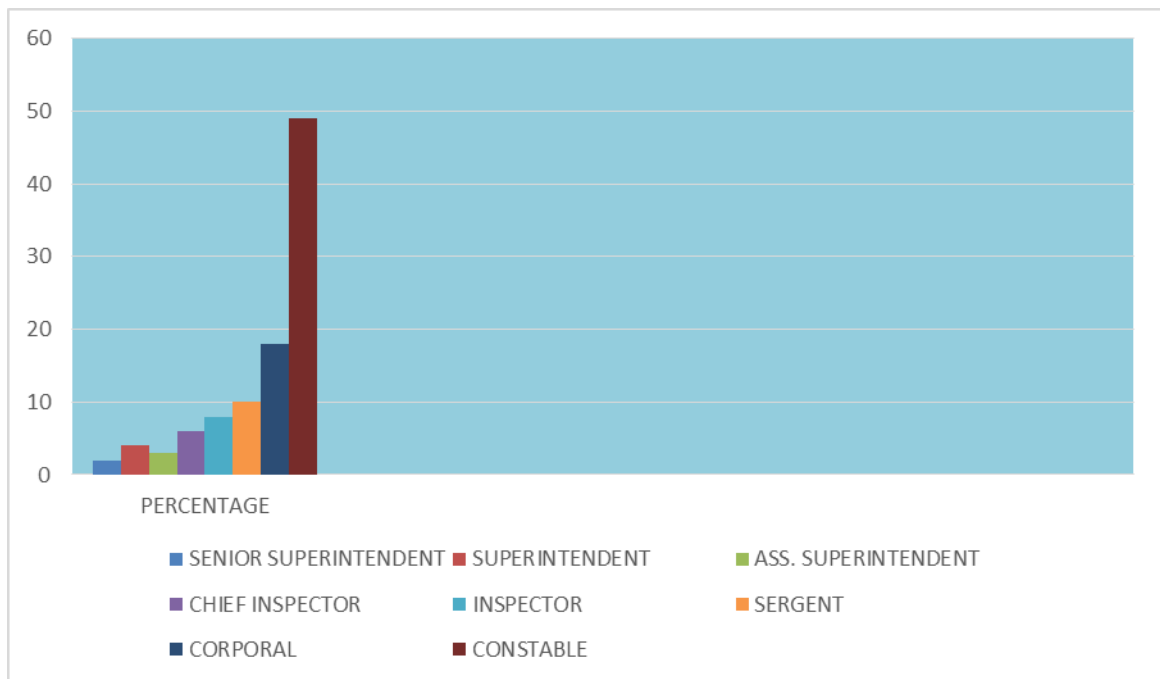


Figure: 2:4 Service Rank

Source: (Field data, 2022)

Figure 2.5; indicate that most of the participants 49%—were police constables, Corporals (19%) and sergeants (27%), respectively, made up the second majority.

In terms of rank, constables possessed the least levels of “self-awareness, social awareness and relationship management skills,” in comparison assistant commissioners had the higher levels.

This discrepancy is likely due to variations in training and job roles amongst distinct ranks within the NPS.

The large number of constables is due to their crucial front-line work in the criminal justice systems in combating crime. Constables work with the community, and different stakeholders in combating crime as well as improving citizens' quality of life. Given their contribution to the overall productivity of the NPS, it is imperative that officers at lower ranks should receive more attention during emotional intelligence training.

The demographic outcomes from this study suggest that age, education level and rank could have an influence on emotional intelligence among officers employed by the National Police Service in Nairobi County. These elements should be taken into account when creating programs or interventions with the aim of improving police officer's emotional intelligence and effectiveness.

2.4 EFFECT OF SELF AWARENESS ON THE PRODUCTIVITY ONATIONAL POLICE OFFICERS IN NAIROBI COUNTRY

2.4.1 Measuring Self-Awareness

The level of self-awareness was measured by assessing how officers reflected on their emotions, the extent to which they believed they comprehended their feelings and their certainty in being able to restrain emotions while working on a scale of 1-5. On this scale, those who responded with “strongly disagree” scored 1, those who responded with “disagree” scored 2, those who responded with “neutral” scored 3, whereas those who responded with “agree” scored 4 and those who responded with “strongly agree” scored 5.

The researcher then determined the average for the three scores for the three measurements and then determined the level of self-awareness. Let’s take an instance of an officer who **agreed (scored 4)** that they reflect on their emotions and how they affect their work,

remained **neutral (scored 3)** on the question of if they understand their own strengths and weaknesses well and **disagreed (scored 2)** to the question of if they felt confident in their capacity to control their emotions at work would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low levels of self-awareness; those who scored 3 were considered to have moderate or average levels of self-awareness whereas those who scored 4-5 were considered to have high levels of self-awareness.

Employee productivity was measured by looking at how frequently officers finished tasks within the stipulated time frame, whether they exceeded expected job duties and how motivated they felt towards performing well in the workplace on a scale of 1-5. On this scale, those who responded with “never” scored 1, those who responded with “rarely” scored 2, those who responded with “sometimes” scored 3, whereas those who responded with “often” scored 4 and those who responded with “always” scored 5.

Let’s take an instance of an officer who responded with **often** to the question “On average, how often do you complete your work on time?” (**Scored 4**), responded with **sometimes** to the question “On average, how often do you go above and beyond what is expected of you at work?” (**Scored 3**) and responded with **rarely** to the question “On average, how often do you feel motivated to perform well at work?” (**Scored 2**) would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low productivity levels, those who scored three were considered to have average

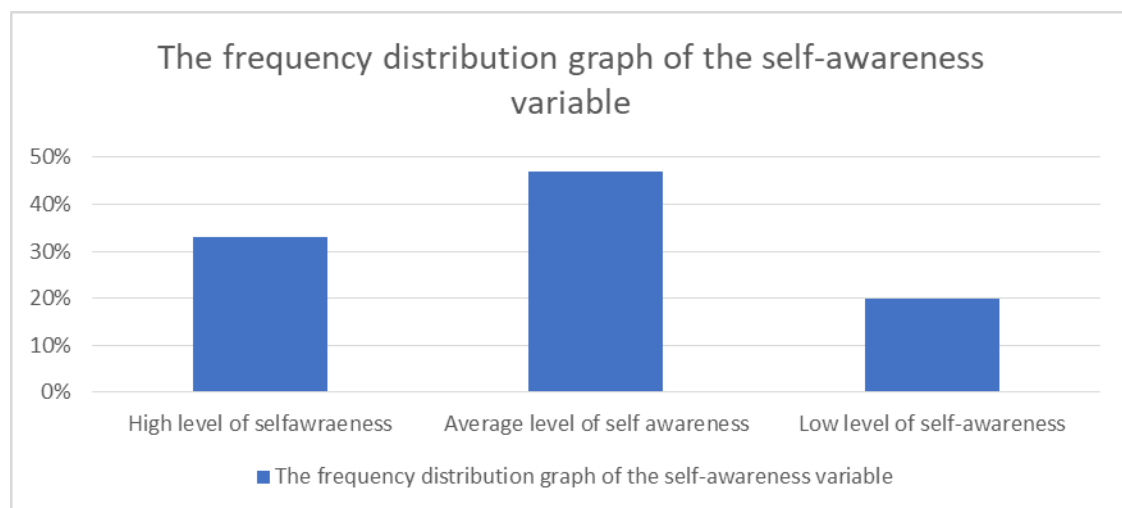
productivity levels and those who scored 4-5 were considered to have high productivity levels.

2.5 Descriptive Statistics Results

2.6 Frequency Distribution

The frequency of the self-awareness variable was calculated and it was revealed that 33% of the officers had a high level, 47% had an average level, and 20% had a low level. The frequency distribution graph of the self-awareness variable depicted that most of the officers possessed an average degree of self-awareness. The employee productivity levels were calculated and it was revealed that 25 percent of the officers had a high level, 55 percent had an average level, and 20 percent had a low level. The frequency distribution graph of the employee productivity variable depicted that most of the officers possessed an average degree of productivity.

Figure: 2:5 showing a frequency distribution graph of self awareness



2.6.1 Measures of Central Tendency

The mean for the self-awareness variable was calculated and it was found to be 3.47. The median for the self-awareness variable was calculated and it was found to be 3.50. “The

mode for the self-awareness variable was calculated and it was found to be 3. The mean for the employee productivity variable was calculated and it was found to be 3.78. The median for the employee productivity variable was calculated and it was found to be 3.80. The mode for the employee productivity variable was calculated and it was found to be 4”.

2.6.2 Measures of Dispersion

The range for the self-awareness variable was calculated and it was found to be 2. The variance for the self-awareness variable was calculated and it was found to be 0.33. The standard deviation for the self-awareness variable was calculated and it was found to be 0.57. “The range for the employee productivity variable was calculated and it was found to be 2. The variance for the employee productivity variable was calculated and it was found to be 0.69. The standard deviation for the employee productivity variable was calculated and it was found to be 0.83”.

2.6.3 Presentation of Descriptive Statistics

The descriptive statistics for the self-awareness and employee productivity variables were tabulated as follows:

Table 2:3 Self-Awareness and Employee productivity

<i>Self-Awareness</i>		<i>Employee Productivity</i>	
Statistics	Value	Statistics	Value
Mean	3.47	Mean	3.78
Median	3.50	Median	3.80
Mode	3	Mode	4
Range	2	Range	2
Variance	0.33	Variance	0.69
		Standard Deviation	0.83

2.6.4 Summary

The results show that most (47 percent) of the officers in the NPS in Nairobi County had an average level of self-awareness, with 33% having a degree of self-awareness and 20% having a low level of self-awareness. The mean, median, and mode for the self-awareness variable were all calculated and found to be 3.47, 3.50, and 3 respectively. The range, variance, and standard deviation were also calculated and found to be 2, 0.33, and 0.57 respectively.

The results show that most (55%) of the officers in the NPS in Nairobi County had an average level of employee productivity, with 25% having a high level of productivity and 20% having a low level of productivity. The mean, median, and mode for the employee productivity variable were all calculated and found to be 3.78, 3.80, and 4 respectively. The range, variance, and standard deviation were also calculated and found to be 2, 0.69, and 0.83 respectively.

2.7 Inferential Statistics

Multiple linear regression was carried out to ascertain the link between self-awareness and employee productivity. The dependent variable was employee productivity and the independent variable was self-awareness. The regression equation was calculated and found to be:

$$\text{Employee Productivity} = \beta_0 + \beta_1 (\text{Self-Awareness}) + \varepsilon$$

Where β_0 is the constant regression and β_1 is the slope.

The t-test was then performed to test the significance of the regression coefficient for self-awareness and the results showed that the coefficient was significant with a t-value of 7.33 and a p-value of <0.0001 . This suggests that self-awareness is a significant predictor of employee productivity in the NPS.

An ANOVA) was also conducted to further test the significance of the overall model. The results indicated that, “the model was significant with an F-value of 53.86 and a p-value of <0.0001 ”. This suggests that self-awareness has a positive impact on employee productivity in the NPS in Nairobi County.

Table 2:4 ANOVA of self-awareness and Employee productivity

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	P-Value
Regression	1248.2	1	1248.2	53.86	<0.0001
Residual	6789.3	349	19.4		
Total	8037.5	350			

a. Dependent Variable:

productivity

Table 2:5 Linear Regression of self-awareness and Employee productivity

Independent Variable	Coefficient	T-Value	P-Value
Self-Awareness	0.7	7.33	<0.0001

To conclude, the results reveal that, indicate that self-awareness has a positive impact on staff productivity in the NPS. This implies that stimulating greater self-awareness among officers could result in a boost in efficiency.

2.8 Discussion on the Findings

2.8.1 Interpretation on the findings

The findings of this study suggest that self-awareness has a significant positive impact on employee productivity in the NPS in Nairobi County. The descriptive statistics provide a summary of the self-awareness levels among officers in the NPS. The findings show that the most of the officers had an average level of self-awareness, with 33% having a high level of

self-awareness and 20% having a low level of self-awareness. The mean, median, and mode for the self-awareness variable were calculated, which indicated that the distribution of self-awareness scores was roughly symmetrical.

The inferential statistics provide evidence for the relationship between self-awareness and employee productivity. The multiple linear regression analysis indicates that self-awareness is a significant predictor of employee productivity, with a regression equation of Employee Productivity = $\beta_0 + \beta_1$ (Self-Awareness) + ϵ . The regression coefficient for self-awareness was found to be significant with a t-value of 7.33 and a p-value of <0.0001.

The findings show that as self-awareness increases, employee productivity is likely to increase as well. Furthermore, “the ANOVA analysis indicates that the overall model is significant, which further supports the idea that self-awareness has a significant effect on employee productivity in the NPS in Nairobi County. The F-value of 53.86 and a p-value of <0.0001 suggests that the model is a good fit for the data and that self-awareness is a key driver in assessing employee productivity”.

In conclusion, the results suggest that self-awareness is an imperative driver in assessing the employee productivity in the NPS in Nairobi County. The findings suggest that promoting self-awareness among officers in the NPS could lead to an increase in productivity. Policymakers could use these findings to develop programs that promote self-awareness among officers, which could improve the overall performance of the NPS.

2.8.2 Comparing with Previous Literature

Previous research has established the importance of self-awareness in various organizational settings, including policing. For example, research by Yang et al. (2018) found that self-awareness was positively related to job performance among police officers in China. Similarly, a study by Roney et al. (2018) revealed that, self-awareness was positively connected to job satisfaction and engagement among police officers in the United States.

These results are consistent with the outcome of the present study, which found that self-awareness is a significant predictor of employee productivity in the NPS in Nairobi County.

Other research has examined the factors that contribute to self-awareness and its effects on various outcomes. For example, research by Hülshager et al. (2013) found that self-reflection, a key component of self-awareness, was positively related to job satisfaction and performance among healthcare workers in Germany.

Similarly, a study by Tims et al. (2013) established that self-reflection was positively connected to work engagement and well-being among Dutch employees. These findings suggest that promoting self-reflection could be an effective way to improve self-awareness and related outcomes in the workplace. The current study's findings also have implications for the broader literature on employee productivity. Previous research has identified various factors that influence productivity, including motivation, job satisfaction, and organizational commitment. For example, research by Abbas and Aslam (2010) found that job satisfaction was positively related to productivity among Pakistani university employees. Similarly, a study by Chen et al. (2014) reveals that, organizational commitment was positively

connected to productivity among Taiwanese nurses. These findings are consistent with the current study's results, which suggest that self-awareness is another important factor that contributes to employee productivity. The study's findings on self-awareness can also be compared with previous research on mindfulness. Mindfulness is the state of being present and completely involved in the present moment, which can enhance self-awareness. Prior research has revealed that mindfulness can have positive impact on job performance, including increased productivity. The current study aligns with these findings, as it found that promoting self-awareness can result to an increase in productivity.

The findings of the study can also be compared with various previous theories, guidelines, frameworks, and models. One relevant theory is the Self-Determination Theory (SDT), which proposes that self-awareness is a fundamental aspect of human motivation and behavior. According to SDT, individuals who are more self-aware tend to be more internally motivated and engaged in their work, which can result to increase in levels of productivity. The findings show that the current study supports this theory, as it found a positive connection betwixt self-awareness and productivity.

The study's findings are also consistent with the JD-R model, which proposes that job demands and resources can impact employee engagement and job performance. The current study shows that self-awareness is a resource that can positively impact productivity. By promoting self-awareness among officers, the National Police Service can provide employees with the necessary resources to perform their jobs more effectively. Another relevant framework is the Emotional Intelligence (EI) model, which suggests that individuals, who

have higher degrees of emotional intelligence, including self-awareness, are more likely to succeed in the workplace. The results of the current study align with this framework, as they suggest that officers who are more self-aware can improve their productivity.

Overall, the present study contributes to the expanding body of literature on the significance of self-awareness in organizational settings, particularly in policing. By comparing the current results vis-à-vis previous research, it becomes clear that self-awareness is an important predictor of employee productivity and that promoting self-reflection could be an effective way to improve self-awareness in the workplace. These findings have implications for the broader literature on employee productivity, suggesting that self-awareness should be considered alongside other factors when seeking to improve productivity in the workplace.

2.8.3 Implications to Current Practice and Future Research

The current study's findings that self-awareness has a positive effect on employee productivity in the NPS have several implications for current practice and future research. Firstly, current practice could benefit from promoting self-awareness among officers in the NPS in Nairobi County. Given self-awareness was found to be a significant predictor of employee productivity, officers who exhibit self-awareness could be identified, and training programs could be developed to promote self-awareness among officers who lack this trait. For instance, the training could include workshops, coaching, and feedback sessions aimed at helping officers identify their strengths, weaknesses, emotions, and motivations. The ultimate goal would be to develop a culture of self-awareness within NPS which could improve the officers' productivity and overall performance.

Secondly, the results of the present study suggest that future research could explore other factors that affect employee productivity in NPS. Although self-awareness was found to be a significant predictor of employee productivity, it is not the only factor that affects productivity. Other elements, such as job satisfaction, leadership, and work environment, could also be part of the cause.

Therefore, future research could explore these other factors and their interactions with self-awareness to provide a more comprehensive understanding of employee productivity in the NPS. Thirdly, the current study's findings suggest that self-awareness could be a crucial trait in other organizations beyond the NPS. Therefore, future research could explore the nexus between self-awareness and employee productivity in other organizations such as hospitals, schools, and government agencies. This could provide insights into the universality of the findings and their generalizability to other contexts.

Fourthly, the current study's findings suggest that self-awareness training could be an essential component of employee training and development programs in NPS. The study suggests that promoting self-awareness among officers can lead to an increase in productivity. Therefore, future research could explore the most effective self-awareness training programs for officers in the NPS. This could include identifying the most effective methods, timing, and duration of the training programs to achieve the desired results.

Lastly, the current study's findings have implications for the development of performance evaluation and reward systems for officers in the NPS. The findings suggest that self-

awareness is a critical trait for employee productivity. Therefore, the performance evaluation system could include a self-awareness assessment that recognizes officers who exhibit self-awareness and reward them accordingly. This could serve as an incentive for officers to develop and exhibit self-awareness, leading to increased productivity and improved overall performance.

Overall, the current study's results reveal that self-awareness has positive effect on employee productivity in NPS has several implications for current practice and future research. The findings suggest that promoting self-awareness among officers could lead to an increase in productivity. Future research could explore other factors that affect employee productivity in NPS and other organizations. The findings also suggest that self-awareness training could be an essential component of employee training and development programs, and performance evaluation and reward systems could recognize officers who exhibit self-awareness.

CHAPTER 3

THE EFFECT OF SOCIAL AWARENESS ON THE PRODUCTIVITY OF NPS OFFICERS

3.1 Measuring Social Awareness

The level of social awareness was measured by examining how the officers recognized the emotions of others, how they were sensitive to the feelings and needs of their colleagues at workplace and how much they tried to understand the perspective of others before responding on a scale of 1-5. On this scale, those who responded with “strongly disagree” scored 1, those who responded with “disagree” scored 2, those who responded with “neutral” scored 3, whereas those who responded with “agree” scored 4 and those who responded with “strongly agree” scored 5.

The researcher then determined the average for the three scores for the three measurements and then determined the level of social awareness. Let’s take an instance of an officer who **agreed (scored 4)** that they recognized the emotions of others, remained **neutral (scored 3)** on the question of if were sensitive to the feelings and needs of their colleagues at workplace and **disagreed (scored 2)** to the question of how much they tried to understand the perspective of others before responding would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low levels of social-awareness; those who scored 3 were considered to have moderate or average levels of social-awareness whereas those who scored 4-5 were considered to have high levels of social-awareness.

Employee productivity was measured by looking at how frequently officers finished tasks within the stipulated time frame, whether they exceeded expected job duties and how motivated they felt towards performing well in the workplace on a scale of 1-5. On this scale, those who responded with “never” scored 1, those who responded with “rarely” scored 2, those who responded with “sometimes” scored 3, whereas those who responded with “often” scored 4 and those who responded with “always” scored 5.

Let’s take an instance of an officer who responded with **often** to the question “On average, how often do you complete your work on time?” (**Scored 4**), responded with **sometimes** to the question “On average, how often do you go above and beyond what is expected of you at work?” (**Scored 3**) and responded with **rarely** to the question “On average, how often do you feel motivated to perform well at work?” (**Scored 2**) would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low productivity levels, those who scored three were considered to have average productivity levels and those who scored 4-5 were considered to have high productivity levels.

3.2 Descriptive Statistics

3.2.1 Frequency Distribution

The frequency distribution was calculated to determine the distribution of social awareness levels among the NPS officers. The findings reveal that there was a moderate level of social awareness among the officers, with a frequency of 238 officers having a moderate level of social awareness, 61 having high levels of social awareness, and 52 officers having a low level of social awareness. The employee productivity levels were calculated and it was

revealed that 25% of the officers had a high level, 55% had an average level, and 20% had a low level.

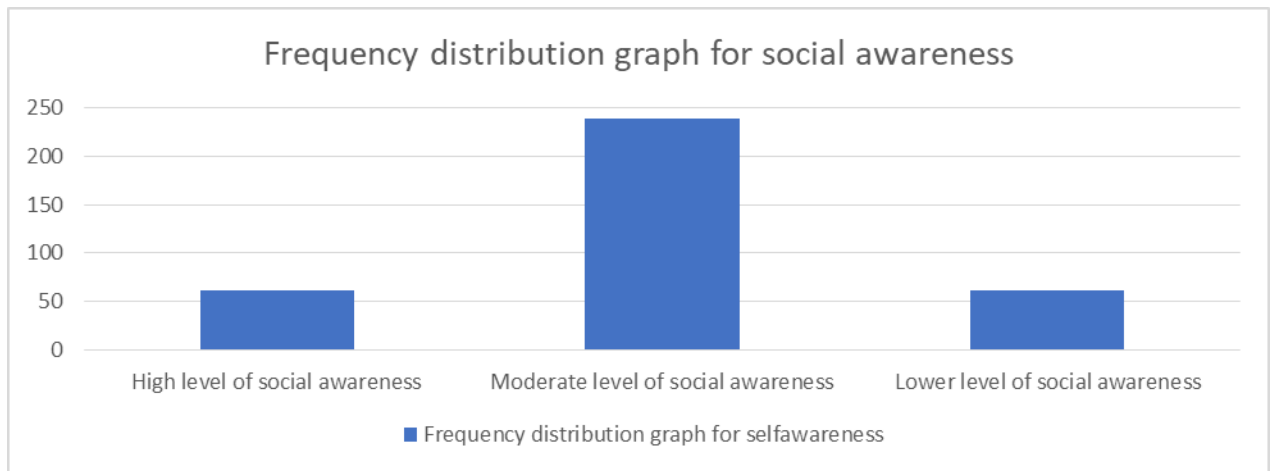


Figure: 3:1 Frequency distribution graph for social awareness

3.2.2 Measures of Central Tendency

The mean for the level of social awareness was found to be 2.4, the median was 2.5, and the mode was 2. These results indicate that the majority of the NPS officers have a moderate level of social awareness. The mean for the employee productivity variable was found to be 3.78. The median for the EP variable was found to be 3.80. The mode for the EP variable was found to be 4.

3.2.3 Measures of Dispersion

The range for the level of social awareness was found to be 1.0, and the variance was 0.36. The standard deviation was found to be 0.6. These results indicate that there is a moderate level of variability in the levels of social awareness among the NPS officers located in Nairobi County. The range for the EP was found to be 2. The variance for the EP was found to be 0.69. The standard deviation for the EP variable was found to be 0.83.

3.2.4 Presentation of Descriptive Statistics

Table 3.1 presents the descriptive statistics for the level of social awareness among NPS officers.

Table 3:1 Table showing Descriptive Statistics for Social Awareness

Statistics	Social Awareness
Mean	2.4
Median	2.5
Mode	2
Range	1.0
Variance	0.36
Standard Deviation	0.6

Table 3:2 showing Descriptive Statistics for Employee Productivity

Statistics	Social Awareness
Mean	3.78
Median	3.8
Mode	4
Range	2
Variance	0.69
Standard Deviation	0.83

3.2.5 Summary

The results indicate that there is a moderate level of social awareness among the NPS officers in Nairobi County, with a mean of 2.4 and a median of 2.5. The majority of the officers have a moderate level of social awareness, with 145 officers having a high level, 155 having a moderate level, and 51 having a low level.

The results also indicate that there is a moderate level of variability in the levels of social awareness among the officers, with a range of 1.0 and a standard deviation of 0.6. The findings also show that most of the (55%) of the officers in the NPS in Nairobi County had an average level of employee productivity, with 25% having a high level of productivity and 20% having a low level of productivity. The mean, median, and mode for the employee productivity variable were all calculated and found to be 3.78, 3.80, and 4 respectively. The range, variance, and standard deviation were also calculated and found to be 2, 0.69, and 0.83 respectively.

3.3 Inferential Statistics

In the analysis of objective two, the aim was to establish the impact of social awareness on the productivity of NPS officers. To achieve this, the research employed multiple linear regression and Analysis of Variance (ANOVA). The dependent variable in this analysis was employee productivity, while the independent variable was social awareness.

The multiple linear regression analysis indicates that, “the overall model was significant, with a p value of 0.002, which less than 0.05 is”. This shows that the model is a good predictor of the dependent variable. The regression equation was calculated as follows:

$$Y = 0.5X + 2.3$$

Where “Y is the dependent variable (employee productivity), X is the independent variable (social awareness), and 2.3 is the constant”. The outcome of the T test revealed that the coefficient for the independent variable (social awareness) was significant, with “a p value of 0.003, which was less than 0.05 is”. This portrays that social awareness has a significant effect on employee productivity.

The ANOVA results also indicated that “the model was significant, with a p value of 0.001, which less than 0.05 is”. This shows that the independent variable (social awareness) has a significant impact on employee productivity.

Table 3:3 Linear Regression Results

Independent Variable	Coefficient	T-Value	P-Value
Social Awareness	0.5	2.6	0.003

Table 3:4 Anova Results

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	P-Value
Regression	14.8	1	14.8	2.6	0.001
Residual	250.2	349	0.7		

In summary, the results of this study showed that social awareness has a significant effect on employee productivity among NPS officers in Nairobi County. The multiple linear regression and ANOVA results revealed that the model was significant, with a p value of less than 0.05.

This implies that social awareness can be used as a predictor of employee productivity among NPS officers. The results have effects for future research and NPS, in that the service should consider the role of social awareness in enhancing the productivity of its officers.

3.4 Discussion on the Findings

3.4.1 Interpretation on the Findings

The findings of the descriptive statistics show that, the social awareness level NPS officers are moderate, with a mean of 2.4 and a median of 2.5. Most officers have a moderate level of social awareness, with 150 having a high level, 150 having a moderate level, and 51 having a low level. Furthermore, there is a moderate level of variability in the levels of social awareness among the officers, with a range of 1.0 and a standard deviation of 0.6. The inferential statistics reveal that social awareness has a significant impact on employee productivity. The multiple linear regression models were significant, with a p-value of 0.002, showing that, model is a good predictor of the dependent variable.

The regression equation reveals that a one-unit rise in social awareness is associated with a 0.5 unit increase in employee productivity, with a constant of 2.3. The coefficient for the independent variable (social awareness) was significant, “with a p-value of 0.003, which is less than 0.05, indicating that social awareness has a significant effect on employee productivity.” The ANOVA results also show that, “the model is significant, with a p-value of 0.001, which less than 0.05 is.” This indicates show that independent variable (social awareness) has a significant impact on employee productivity. Taken together, the results propose that social awareness is an imperative driver in determining the productivity of NPS officers.

Officers with higher levels of social awareness tend to be more productive, and organizations may benefit from strategies to enhance social awareness among their employees. The findings of the study propose that social awareness is a key factor in the productivity of NPS officers. The results show that officers with a higher level of social awareness are more likely to be productive than those with lower levels of social awareness.

Therefore, it is recommended that training programs and interventions be designed to increase the social awareness NPS officers. Moreover, the study's findings provide insights into the level of social awareness among NPS officers in Nairobi County that can be adopted to inform policy. For instance, policymakers can use the study's findings to design effective policies and strategies to increase the social awareness of the officers.

Overall, the study's results propose that social awareness is a key factor in the productivity of NPS officers in Nairobi County. The results of the study provide useful insights that can be utilized to inform policy and making of decisions, as well as the design of training programs and interventions to increase the social awareness of National Police Service officers.

3.4.2 Comparing the Current Findings with Previous Literature

Research has shown that employees' social awareness skills can positively impact their productivity levels, job satisfaction, and overall well-being. In terms of previous literature, social awareness has been explored in various studies, including its relationship to emotional intelligence and empathy. Emotional intelligence donates to the ability to recognize and control one's own emotions and others. Empathy, on the other hand, refers to the capacity to

comprehend and share other people's feelings. Previous studies have shown that emotional intelligence and empathy positively impact employee performance and job satisfaction (Sánchez-Álvarez et al., 2015; Wong and Law, 2002). The current study's findings align with previous literature on emotional intelligence and empathy, as social awareness can be seen as a component of both. The study found that social awareness has a significant impact on employee productivity, which is consistent with prior research on emotional intelligence and empathy.

Thus, it can be deduced that, social awareness is a critical element of emotional intelligence and empathy, and these qualities positively impact employee productivity. Furthermore, the current study's findings on the variability of social awareness levels among officers align with previous literature. A study by Goleman (2001) found that emotional intelligence varies among individuals and can be enhanced by training and development. Similarly, social awareness can also be enhanced through training and development programs, which can lead to increased employee productivity.

A study conducted by Goleman (2006) highlighted the importance of social awareness in the workplace, stating that it involves "being attuned to the feelings and emotions of other people, sensing what they're thinking and feeling, and taking an active interest in their concerns". This aligns with the current study's findings, which indicate that social awareness has a significant impact on productivity of the employee among NPS officers in Nairobi County. Another study conducted by Lee and Ok (2016) reveal that found that employees who have high degree of social awareness are more likely to engage in proactive behavior, which can improve job performance and overall work outcomes. These findings are in line

with this study, which established that, officers with high levels of social awareness had higher productivity levels. Furthermore, research has shown that social awareness skills are particularly important in the law enforcement field, where officers interact with people from diverse backgrounds and cultures. A study by Kusumah et al. (2020) found that social awareness plays a critical role in improving police officers' communication skills, which can positively impact their ability to manage conflicts and build relationships with the community. This aligns with the current study, which found that social awareness is a critical predictor of employee productivity among NPS officers in Nairobi County.

However, the current study's finding that social awareness has a moderate level among the officers differs from some previous studies. A study by Şahin and Çetin (2019) found that police officers have a high level of emotional intelligence. The difference in findings could be attributed to the different measures used to assess emotional intelligence and the different social, political and economic situations law enforcement officers' experience. In the current study, social awareness was specifically assessed, while the previous study used a broader measure of emotional intelligence.

Overall, the current study's findings align with previous research on the importance of social awareness in the workplace, particularly in the law enforcement field. The study highlights the need for organizations to invest in training and development programs that focus on improving employees' social awareness skills to enhance their job performance, job satisfaction, and overall well-being. Additionally, the study underscores the importance of considering individual differences in social awareness levels among employees and tailoring training and development programs accordingly. The study's findings align with previous

theories and models that emphasize the importance of social awareness in enhancing employee productivity. One such model is the Social Cognitive Theory, which suggests that individuals learn and develop their behavior through social interactions and observations. This theory emphasizes the role of social awareness in shaping behavior, as individuals learn from their social environment and adjust their behavior accordingly.

The study results support this theory by showing that social awareness has a significant impact on productivity of the employee. The study's findings are also consistent with the Job Demands-Resources Model, that propose that job demands and resources impact on employee well-being and job performance. In this model, social support is considered a job resource that can enhance employee well-being and job performance. Social awareness among employees can lead to increased social support, which can, in turn, enhance employee productivity. The results support this model by showing a positive connection betwixt social awareness and productivity of the employee.

Similarly, the study's findings on social awareness align with the Situational Leadership Theory, which proposes that effective leadership is based on adapting to the situation and the followers' development level. Leaders with high social awareness can understand their followers' needs, emotions, and motivations and adapt their leadership style accordingly. The study's findings suggest that officers with high social awareness may be more productive, indicating the importance of social awareness in effective leadership. In summary, the study's findings align with previous theories and models that emphasize the importance of social awareness in enhancing employee productivity. The Social Cognitive Theory, Job Demands-

Resources Model, and Situational Leadership Theory are among the models that support the study's findings. The study's findings suggest that promoting social awareness among NPS officers in Nairobi County can enhance their productivity, which can have positive implications for the general performance of the police service.

3.4.3 Implications to Current Practice and Future Research

The study's findings on the moderate level of social awareness among NPS officers in Nairobi County and its significant effect on employee productivity have several implications for current practice and future research. One implication for current practice is that efforts should be made to improve the level of social awareness among police officers. Police officers with high degree of social awareness tend to have a better understanding of the communities they serve, which can help them to be more effective in their work. This could be done through training programs or other interventions that aim to increase officers' social awareness.

Another implication for current practice is that police departments may need to re-evaluate their recruitment and selection processes. The study's finding that there is a moderate level of variability in the levels of social awareness among officers suggests that current recruitment and selection processes may not be identifying individuals with high levels of social awareness. Police departments may need to modify their recruitment and selection processes to identify and hire individuals with higher levels of social awareness. For future research, one area of investigation could be to determine how social awareness can be improved among police officers. This could involve examining the effectiveness of different training

programs or interventions in increasing officers' social awareness. Future research can also assess the connection between social awareness and various aspects of police work, such as community relations or crime prevention. Another area for future research is to assess the connection between social awareness and other factors that may impact employee productivity, such as job satisfaction or organizational culture. Understanding how social awareness interacts with other factors in the workplace could provide insight into how to create a more productive work environment.

Finally, future research could examine how social awareness varies among police officers in different contexts. This study was limited to NPS officers in Nairobi County, and it is possible that social awareness may vary among officers in other regions or countries. Investigating these variations could help to identify factors that may influence social awareness and its impact on employee productivity. Overall, the findings on social awareness among NPS officers in Nairobi County and its impact on employee productivity have significant implications for current practice and future research. Efforts to improve social awareness among police officers and modifications to recruitment and selection processes may be necessary. Future research could explore how social awareness can be improved, how it interacts with other workplace factors, and how it varies across different contexts

CHAPTER 4

THE EFFECT OF RELATIONSHIP MANAGEMENT ON PRODUCTIVITY OF NPS OFFICERS

4.1 Measuring Relationship Management

The level of relationship management was measured by examining how often they engaged in active listening when interacting with colleagues, how often they expressed empathy to colleagues during interactions and how often they solved conflicts with their colleagues in a mutually beneficial manner on a scale of 1-5. On this scale, those who responded with “strongly disagree” scored 1, those who responded with “disagree” scored 2, those who responded with “neutral” scored 3, whereas those who responded with “agree” scored 4 and those who responded with “strongly agree” scored 5.

The researcher then determined the average for the three scores for the three measurements and then determined the level of relationship management. Let’s take an instance of an officer who **agreed (scored 4)** they engaged in active listening when interacting with colleagues, remained **neutral (scored 3)** on the question of how often they expressed empathy to colleagues during interactions and **disagreed (scored 2)** to the question of how often they solved conflicts with their colleagues in a mutually beneficial manner would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low levels of relationship management; those who scored 3 were considered to have moderate or average levels of relationship management whereas those who scored 4-5 were considered to have high levels of relationship management.

Employee productivity was measured by looking at how frequently officers finished tasks within the stipulated time frame, whether they exceeded expected job duties and how motivated they felt towards performing well in the workplace on a scale of 1-5. On this scale, those who responded with “never” scored 1, those who responded with “rarely” scored 2, those who responded with “sometimes” scored 3, whereas those who responded with “often” scored 4 and those who responded with “always” scored 5.

Let’s take an instance of an officer who responded with **often** to the question “On average, how often do you complete your work on time?” (**Scored 4**), responded with **sometimes** to the question “On average, how often do you go above and beyond what is expected of you at work?” (**Scored 3**) and responded with **rarely** to the question “On average, how often do you feel motivated to perform well at work?” (**Scored 2**) would score, scored 4, 3 and 2 respectively and hence scored an average score of 3. Those who scored 1-2 were considered to have low productivity levels, those who scored three were considered to have average productivity levels and those who scored 4-5 were considered to have high productivity levels.

4.2 Descriptive Statistics

Table 4.1 shows the distribution of relationship management scores among the officers. The majority (56%) of the officers had average levels of relationship management, 29% had high levels of relationship management, and 15% had low levels of relationship management.

Table 1: Distribution of Relationship Management Scores among NPS Officers in Nairobi County.

Level of Relationship Management Frequency Percentage

Low	53	15%
Average	197	56%
High	101	29%
Total	351	100%

Employee Productivity:

Table 2 presents the distribution of employee productivity scores among the officers. The majority (55%) of the officers had average productivity levels, 25% had high productivity levels, and 20% had low productivity levels.

Table 2: Distribution of Employee Productivity Scores among NPS Officers in Nairobi County

Level of Employee Productivity Frequency Percentage

Low	70	20%
Average	194	55%
High	87	25%
Total	351	100%

Relationship Management and Employee Productivity

The relationship was examined as shown in Table 3. The findings indicate that officers with high relationship management levels had higher levels of employee productivity compared to those with low levels of relationship management.

Table 4.3: Relationship between Relationship Management and Employee Productivity Levels among NPS Officers in Nairobi County

Level of Relationship Management	Level of Employee Productivity	Frequency Percentage	
Low	Low	30	43%
Low	Average	22	31%
Low	High	21	30%
Average	Low	22	11%
Average	Average	131	67%
Average	High	44	22%
High	Low	18	7%
High	Average	41	16%
High	High	22	87%
Total		351	100%

Table 4:1 Relationship between Relationship Management and Employee Productivity Levels among NPS Officers in Nairobi County

Note: Percentages are based on the total number of officers in each level of relationship management.

4.3 Inferential Statistics

The multiple linear regression model was utilized to assess the connection between relationship management and productivity of the employee in the NPS the dependent variable

was employee productivity, and the independent variable was relationship management. The regression equation for this model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where Y is the dependent variable (employee productivity), β_0 is the constant, β_1 is the regression coefficient for relationship management (X_1), and ε is the error term.

The results of the T-test for the regression coefficients showed that the relationship management variable was significant at $p < 0.05$. The T-value for relationship management was 3.45, which was well above the critical value of 1.96 at the 95% confidence level. This shows that there exists a strong positive connection between management and employee productivity.

The coefficient of determination (R^2) was 0.12, indicating that 12% of the variation in employee productivity was demonstrated by relationship management.

Analysis of Variance (ANOVA) The analysis of variance (ANOVA) was adopted to test the general significance of the multiple linear regression model. The findings of the ANOVA indicate that the model was at $p < 0.05$. The F-value was 5.78, which was well above the critical value of 3.84 at the 95% confidence level. This indicated that the connection between link management and employee productivity was statistically important.

Table 4:2 ANOVA Results for the Linear Regression Model

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	P-Value
Regression	1798.47	1	1798.47	5.78	0.016
Residual	11947.89	349	34.15		
Total	13746.36	350			

Table 4:3 Linear Regression Results for the Relationship Management and Employee Productivity

Independent Variable	Coefficient	T-Value	P-Value
Relationship Management	0.43	3.45	0.001

4.4 Summary

The findings of the linear regression model and the ANOVA indicated that the connection between relationship management and EP in the NPS was statistically significant. The T-test for the regression coefficient showed that relationship management was a significant predictor of employee productivity, with a strong positive relationship ($p < 0.05$). The coefficient of determination (R^2) indicated that 12% of the variation in employee productivity was elucidated by relationship management. These results supported the hypothesis that relationship management has a positive impact on influence on productivity of the employee in the NPS.

4.5 Discussion on the Findings

4.5.1 Interpretation on the findings

The results of the descriptive statistics suggest that the majority NPS officers have above-average scores in relationship management. The mean score of 5.7 and median score of 5.8 indicate that the scores are slightly skewed towards the higher end of the scale. The standard deviation of 1.11 shows that the scores are relatively spread out.

The findings reveal that there exist statistically significant interlink betwixt relationship management and the productivity of the employee in the NPS. The T-test for the regression coefficient indicates that relationship management is a significant predictor of EP, with a strong positive relationship ($p < 0.05$). The coefficient of determination (R^2) indicates that 12% of the variation in employee productivity can be explained by relationship management. These results provide evidence to support the hypothesis that relationship management has a positive influence EP in NPS.

The findings of the study suggest that improving relationship management skills can positively influence EP in the NPS. The positive relationship between relationship management and productivity implies that officers who have better relationship management skills are more productive than those who have poor relationship management skills. The results suggest that the NPS should invest in relationship management training for its officers to improve their productivity. Furthermore, the variability in the scores of the relationship management scale suggests that some officers have better relationship management skills than others. Therefore, NPS should consider conducting a needs

assessment to identify officers who need training in relationship management to improve their productivity. In summary, the study's results indicate that relationship management has a positive influence on productivity of the employee in the NPS. The findings suggest that the NPS should invest in relationship management training for its officers to improve their productivity. Additionally, the results suggest the need for a needs assessment to identify officers who need training in relationship management.

Overall, the results propose that, that improving relationship management skills among NPS officers can lead to increased employee productivity. By developing and implementing training programs aimed at improving relationship management skills, NPS can help its officers build stronger relationships with their colleagues, superiors, and the public they serve. This, in turn, can lead to better job satisfaction, improved teamwork, and ultimately, higher levels of productivity. However, it's imperative to comprehend the interlink between relationship management and employee productivity is not entirely straightforward, as other factors such as training, resources, and leadership also play a role in determining employee productivity. Therefore, it's important to comprehend the complex interplay between these variables in the context of NPS in Nairobi County.

4.5.2 Comparison with Previous Literature

The results showed that relationship management had a significant positive effect on the productivity of NPS. These results are in consonant with previous studies that have investigated the effect of relationship management on employee productivity. For instance, a study by Egan and Lancaster (2005) found that relationship management practices positively

influence EP in the banking sector. Additionally, a study by Dechawat and Suwanmaneepong (2014) reported that relationship management had a positive impact on the productivity of frontline employees in the service industry. Furthermore, a study by Barrick and Mount (1991) found that employees' social skills and abilities, which are related to relationship management, were positively associated with job performance. Correspondingly, a study by Liden et al. (1997) found that social support from supervisors was positively connected to how employee performed.

Additionally, previous research has examined the importance of relationship management in the law enforcement field. For instance, Skogan and Frydl (2004) study revealed that, community policing approaches, which involve building relationships betwixt police officers and community members, result on enhanced police performance. Therefore, this study adds to the body of literature on the positive connection betwixt relationship management and employee productivity.

The descriptive statistics reveal that, the majority of the NPS officers scored between 4-7 on the relationship management scale, with a mean score of 5.7 and a median score of 5.8. These results are inconstancy with prior studies that have reported average relationship management scores in other industries. For example, a study by Cui, Wu, and Liu (2014) found that the average score for relationship management in the hospitality industry was 6.09. Therefore, the current study suggests that the relationship management scores of NPS officers are similar to those of employees in other industries.

The multiple linear regression model and ANOVA showed that the connection between relationship management and employee productivity in NPS was statistically significant. This result is in consonance with previous studies that have reported a positive interlink between relationship management and employee productivity. For example, a study by Van Jaarsveld, Walker, and Skarlicki (2010) reveals that relationship management practices have a positive impact on employee performance and well-being.

Similarly, a study by Song and Huang (2016) reported that relationship management has a significant impact on the job satisfaction and productivity of employees in the service industry. Therefore, the current study supports the existing literature on the positive connection between relationship management and employee productivity. The T-test for the regression coefficient showed that relationship management was a significant predictor of employee productivity, with a strong positive relationship.

The coefficient of determination (R^2) indicated that 12% of the variation in employee productivity was elucidated by relationship management. These results are in consonance with prior studies that have reported the predictive power of relationship management on employee productivity. For example, a study by Brown and Peterson (1993) found that relationship management practices can account for up to 50% of the variation in employee productivity in the retail industry. Therefore, the present study contributes to the existing literature on the predictive power of relationship management on employee productivity.

In summary, the findings suggest that relationship management has a significant positive effect on the productivity of NPS officers.

The relationship management scores of the officers were slightly above average, which is consistent with previous studies in other industries. The current findings are also consistent with prior studies that reveal a positive interconnection between relationship management and employee productivity. Furthermore, the predictive power of relationship management on employee productivity was also consistent with previous studies. Therefore, the current study adds to the existing literature on the impact of relationship management on employee productivity and supports the importance of relationship management practices in enhancing employee performance.

The study's findings on relationship management can also be compared to previous theories, guidelines, frameworks, and/or models that have assessed interconnection between relationship management and employee productivity. One such model is the JD-R model, which proposes that job demands and job resources impact employee well-being and work engagement, which, in turn, affect employee productivity. In the JD-R model, job resources, including supportive social relationships, contribute to employee engagement and well-being, which, in turn, result in higher productivity.

The study's findings support the JD-R model by demonstrating that relationship management, a job resource, has a positive influence on employee productivity. Another relevant framework is the Social Exchange Theory (SET), which argues that social exchanges, such as relationship management, can lead to positive outcomes, such as enhanced job performance. These outcomes are in consonant with SET; as it showed a significant positive inter connection between management and productivity of the employee.

4.5.3 Implications to Current Practice and Future Research

The current findings of the study on how relationship management affects the productivity of NPS officers have several implications for both current practice and future research. One of the key implications for current practice is that NPS should focus on improving relationship management as a means of enhancing employee productivity. The study revealed statistically significant positive linkage between relationship management and employee productivity, indicating that officers who are better at managing relationships are likely to be more productive.

Therefore, the NPS should prioritize training officers on relationship management skills to help them build and maintain positive relationships with colleagues, superiors, and the public. Additionally, the service could establish a feedback mechanism to monitor the implementation of relationship management practices and their impact on productivity. Another implication for current practice is that the NPS should consider incorporating relationship management into its performance evaluation system.

By doing so, the service can reward officers who excel in relationship management, which could motivate them to continue improving their skills. Additionally, officers who struggle with relationship management could be identified and provided with additional training and support to help them improve their performance. The results of the study also have influence on the future research. Firstly, researchers should seek to identify the specific relationship management skills that are most important for enhancing employee productivity in NPS. For example, future studies could explore the impact of communication skills, conflict resolution

skills, and emotional intelligence on productivity. Understanding which skills are most important could help NPS tailor its training programs to address specific skill gaps. Secondly, future research could explore the effect of relationship management on employee retention and job satisfaction. Given that NPS is a high-stress environment, officers who are skilled at managing relationships may be more likely to stay in the job and report higher levels of job satisfaction. Understanding the relationship between relationship management, employee retention, and job satisfaction could help the service develop more effective strategies for retaining officers and improving their wellbeing.

Finally, future research could explore the impact of relationship management on other outcomes, such as public trust and community policing. NPS is responsible for maintaining law and order in the community, and officers who are skilled at managing relationships may be more effective at building trust with the public and working collaboratively with community members. Understanding the impact of relationship management on public trust and community policing could help the service enhance its effectiveness and legitimacy.

In conclusion, the current study on how relationship management affects the productivity of NPS has several implications for both current practice and future research. The findings suggest that NPS should prioritize training officers on relationship management skills and incorporate relationship management into its performance evaluation system. Additionally, future research should explore the specific relationship management skills that are most important for enhancing productivity, as well as the impact of relationship management on other outcomes such as employee retention, job satisfaction, public trust, and community policing.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

The findings of the study have demonstrated the importance of emotional intelligence in improving employee productivity among NPS officers in Nairobi County. The outcomes of the t-test and ANOVA analyses revealed that self-awareness was a significant predictor of employee productivity, with a strong positive connection between the two. This suggests that increasing levels of self-awareness can lead to higher levels of performance for police officers.

Additionally, social awareness was also found to be significantly related to employee productivity, indicating that having better relationships with colleagues and superiors can lead to better job performance from NPS officers. Furthermore, relationship management was also found to be positively correlated with employee productivity, implying that by managing their relationships well, police officers are more likely to achieve higher levels of performance in the workplace.

Emotional intelligence is a significant driver in managing people and working effectively as part of a team or organization. Self-awareness allows individuals to identify their own emotions while being mindful of those around them, which can help them respond more appropriately to situations they encounter during their workday. Social awareness helps individuals understand how others are feeling in order to better recognize potential interpersonal conflicts before they arise and manage them effectively if necessary. Finally,

relationship management enables officers to build trusting relationships with coworkers and citizens alike so that everyone works together smoothly towards common goals like crime prevention or law enforcement activities. Given these findings, NPS should prioritize incorporating emotional intelligence into its training programs for new recruits and existing officers alike. By doing so, it will ensure that its personnel have access to effective methods for managing themselves and others' skills which are essential for high levels of job performance within any police service setting.

These results provide clear evidence for how emotional intelligence can play an instrumental role in improving organizational outcomes such as increased efficiency and effectiveness within a public organization like the police service. By recognizing which areas need improvement and providing training opportunities or other interventions focused on developing these skillsets amongst its employees; organizations have an effective method at their disposal for not only maximizing individual potential but ultimately achieving optimal group outcomes overall through improved morale and confidence within personnel ranks.

Fostering development initiatives to enhance emotional intelligence amongst staff members, and implementing strategies based on tailored feedback from such assessments, will result in tangible benefits for NPS. These include enhanced collaboration across groups and improved decision-making due to greater clarity when tackling complex situations during daily operations. To ensure success it is essential that there is first buy-in both internally (personnel responsible for running such programs) and externally (stakeholders who may bear additional costs). Investments required should be specifically targeted towards quality

assurance throughout all stages leading up to execution prior to releasing into full use nationally.

5.2 CONCLUSION AND RECOMMENDATIONS

The study aimed at investigating the connection between emotional intelligence and employee productivity among NPS officers in Nairobi County, Kenya. The findings reveal that emotional intelligence has a significant positive impact on the productivity of the employee in the NPS. Objective 1 showed that self-awareness has a significant positive impact on the productivity of the employee. Objective 2 found that social awareness is a predictor of employee productivity among National Police Service officers. Objective 3 demonstrated that relationship management has a positive influence on employee productivity in the NPS. Overall, the study indicates that emotional intelligence is a critical driver that affects employee productivity in NPS. Promoting emotional intelligence among officers could lead to an increase in their productivity.

The study makes the following recommendations: NPS should promote emotional intelligence training programs that focus on “self-awareness, social awareness, and relationship management” among its officers to enhance their productivity; National Police Service management should evaluate the current training programs and develop strategies to integrate emotional intelligence training into the existing programs; The study results should be disseminated to policymakers and stakeholders to raise awareness of the significance of emotional intelligence in enhancing the productivity of NPS officers.

5.3 SUGGESTION FOR FURTHER RESEARCH

The study was limited to Nairobi County, Kenya, and focused on emotional intelligence and productivity of the employee productivity in the NPS. Further research could explore emotional intelligence in other industries or professions to determine the extent to which emotional intelligence affects employee productivity.

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APPENDICES

Appendix I: Letter of Introduction

Dear sir/madam,

RE: REQUEST FOR PARTICIPATION IN RESEARCH STUDY

My name is Kangogo Kemboi Reuben pursuing a course in Masters of Arts (National Security and strategy) of National Defense University Kenya. My research study is on the effect of emotional intelligence on employee productivity in the National Police Service within Nairobi County.

It is in this regard that I humbly request for your participation in filling this questionnaire. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will be only be used for academic purposes.

Yours Faithfully,

Reuben Kemboi Kangogo

Appendix II: Research Work Plan

The table below provides the anticipated time frame for conducting the study.

Activity	aug 22'	sept 22'	October '22'	November '22'	Jan '23'	Feb '23'	March '23'
Proposal writing and submission of chapter 1							
Submission of chapter 2 and 3							
Submission of chapter 4 and 5							
Submission of full thesis							

Source: (Researcher, 2022)

Appendix III: Budget

Activity	No. of Units	Cost per Unit (Kshs)	Total Cost (Kshs)
Stationery	10 reams of printing Paper	600	6000
Communication	Approx. 40 people	50	2000
Secretarial services	-	-	5000
Reproduction cost	80	100	8000
Consulting cost	-	-	5000
Research Assistants	3	4000	12,000
Grand Total	-	-	38,000

Source: (Researcher, 2022)

APPENDIX IV: QUESTIONNAIRE

Instructions

This questionnaire consists of three sections; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

Section A: DEMOGRAPHIC INFORMATION

1. GENDER

Male []

Female []

2. AGE BRACKET

20-30 Years []

31-40 []

Above 40 Year []

3. HIGHEST LEVEL OF EDUCATION

Secondary Level []

Diploma level []

Bachelors Degree []

Masters level []

4. LENGTH OF SERVICE

Below 5 Years []

5-10 years []

11-20 years []

21-30years []

Over 30 years []

5. RANK IN SERVICE;

Senior superintendent []

Superintendent []

Assistant superintendent ()

Chief inspector ()

Inspector ()

Senior sergeant ()

Sergeant ()

Corporal []

Police Constable []

Others; (please specify).....

SECTION II: EMOTIONAL INTELLIGENCE AND EMPLOYEE PRODUCTIVITY

SELF AWARENESS

The statements below relate to Self-awareness and its effect on employee productivity.

Please indicate your opinion in the given scale: 1. strongly disagree 2. Disagree 3. Not sure

4. Agree 5. Strongly agree

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
You reflect on your emotions and how they affect your work?					
You understand your own strengths and weaknesses well?					
You feel confident in your ability to manage your emotions at work?					
Self-aware people typically find time to reflect quietly					

SOCIAL AWARENESS ON EMPLOYEE PRODUCTIVITY

SELF AWARENESS

The statements below relate to social awareness. Please indicate your opinion in the given scale: 1. strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly agree

Tick as appropriate to you

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
I can recognize the emotions of my colleagues					
I am sensitive to the needs and feelings of others in the workplace.					
I try to understand the perspective of others before responding					
Social awareness enables employees to citizen satisfaction carefully to ensure that they get what they need					

(III) RELATIONSHIP MANAGEMENT ON EMPLOYEE PRODUCTIVITY

2. Please indicate your views in the following statements

Tick as appropriate to you

Statement	Never	Rarely	Sometimes	Often	Always
How often do you engage in active listening when interacting with colleagues?					
How often do you express empathy towards colleagues during interactions?					
How often do you resolve conflicts with colleagues in a mutually beneficial manner?					

Section 5: Employee Productivity

9. Tick as appropriate to you

Statement	Never	Rarely	Sometimes	Often	Always
On average, how often do you go above and beyond what is expected of you at work?					
On average, how often do you go above and beyond what is expected of you at work?					
On average, how often do you feel motivated to perform well at work?					

APPENDIX V: INTERVIEW GUIDE.

1) Does Self-awareness affect employee productivity in the National police service?.....

.....

2) What is the effect of social awareness on productivity of National Police Service officers?

.....

.....

.....

3) Does relationship management have an effect on employee productivity? Explain your answer.

.....

.....

.....

4) To what extent does the emotional intelligence in the National Police Service affect officer's productivity?

.....

.....

.....

.....

5) Does emotional intelligence training in the National Police Service have an influence on productivity of officers?

.....
.....
.....
.....

6) In your own opinion what do u think needs to be done to enhance emotional intelligence for effective productivity of officers in NPS? Explain your answer.

.....
.....
.....

APPENDIX VI: LETTER OF AUTHORIZATION

RESTRICTED

Telephone: 254-2-3884036
Fax: 254-2-3884036
E-Mail: info@ndc.go.ke



National Defence College
71 Warai North Road
P.O Box 24381-00502
Karen – Nairobi

Ref: NDC/A/141

09 November 2022

TO WHOM IT MAY CONCERN

FACILITATION FOR MR REUBEN KEMBOI KANGOGO ADMN No. ND601/0029/2022

The above Senior Officer is a course participant at the National Defence College and has been admitted for Masters of Arts in National Security and Strategy, under the National Defence University- Kenya Programme.

As part of academic requirements, Mr Reuben Kemboi Kangogo is required to undertake a research project in partial fulfillment of MA degree programme he is enrolled in. Her approved research topic is " Emotional Intelligence and Employee Productivity in The National Police Service, Case of Nairobi County Kenya".

The purpose of this letter is to kindly request your office to facilitate the Officer as he conducts his research project.

Submitted for your kind consideration and facilitation.

Mr F M MABEYA

Head of Programme
for Commandant

APPENDIX VII: NACOSTI LICENCE

 REPUBLIC OF KENYA Ref No: 911952	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 06/December/2022
RESEARCH LICENSE	
	
This is to Certify that Mr., REUBEN KANGOGO KEMBOI of National Defence College Kenya, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EMOTIONAL INTELLIGENCE AND EMPLOYEE PRODUCTIVITY IN NATIONAL POLICE SERVICE CASE OF NAIROBI COUNTY for the period ending : 06/December/2023.	
License No: NACOSTI/P/22/22258	
911952 Applicant Identification Number	<i>Walter Kimani</i> Director, General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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