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Knowledge Conversion and the Performance of National Police Service in Nairobi City County, Kenya

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Abstract: The Government of Kenya has made efforts to transform the National Police Service into a contemporary, energetic organization with the resources and expertise to meet the demands of modern policing. Despite these efforts, there have still been rising insecurity issues. More than 58% of Kenyan residents, according to a poll by Transparency International, are dissatisfied with the way that police personnel in Kenya provide their services. According to the literature, conversion-oriented knowledge management procedures are ones that focus on maximizing the value of already-existing data. The ability of the organization to organize, integrate, join, structure, assist, or distribute learning is one of the processes that enables organizational transformation into better performance. Accordingly, this study focused on assessing the influence of knowledge conversion on the performance of the NPS in Nairobi city county, Kenya. The study's approach was guided by the organizational knowledge creation theory. The study used descriptive research approach to conduct the research. The target population comprised of police officers in sixteen sub counties in Nairobi City County with a total of 7,875 police officers. The sample size was computed using Yamane Formula, which resulted to 381 respondents. Data collection was carried out using close ended questionnaire. Descriptive and inferential statistics were utilized to examine the acquired data with the help of the SPSS version 24. The study revealed that knowledge conversion had a positive significant effect on the performance of the national police service in Nairobi City County, Kenya. This is achieved through socialization, internationalization, externalization and combination. The study recommended that the National Police Service should consider enhancing practices associated with the different elements of knowledge conversion such as externalization, combination, socialization and internalization

Keywords: Knowledge Conversion; Performance; Police Service; Nairobi County

INTRODUCTION

Sanchez and Palacios (2018) assert that knowledge conversion is a social process where people with diverse knowledge interact and produce new information, increasing the standard and availability of both implicit and overt knowledge. The goal of KM implementation in businesses is to raise the company's performance (Gottschalk, 2017). According to an approach model of knowledge generation, tacit information is converted into explicit knowledge and vice versa in order for individuals and organizations to generate and expand their knowledge. Explicit information can be created and disseminated throughout the entire organization, where it can then be converted into tacit knowledge for users (Tseng, 2010). Information gathered from many sources must be turned into organizational knowledge for effective usage inside the enterprise (Lee and Suh, 2013). The National Police Service (NPS) is established under Articles 243 of the Constitution of Kenya, 2010 and operationalized with the enactment of the NPS Act, 2011. The establishment of the NPS was a key reform Agenda as it brought together the Administration Police Service, the KPS and DCI with clear functions, powers and obligations under one command of the Inspector General. There is also the Internal Affairs Unit whose functions are stipulated in Section 87 (National Police Service Act, 2011).

The NPS has been under extreme pressure from the civil society, public, and private sector to deliver on their responsibilities in the most reliable, timely, and accountable manner. Despite having scarce resources, the police must find clever ways to outsource its non-critical functions. Police operations rely on non-critical functions. Outsourcing of non-critical functions is a feasible operational option for any organisation, including the NPS, although it has non-profit goals and thus has little expertise with and usage for outsourcing requirements built for commercial enterprises (Koech, 2016). The National Police Service aims at becoming a global police service with accommodating, responsive and trained workforce whose mission is to offer high-quality services to meet the needs of their customers by preserving a rule of law and maintaining positive community ties in order to sustain Kenya's social, political and economic progress (Koech, 2016). The National Police Service (NPS) has an immense duty to protect and represent people, whether at state, sub-county, county or national level. NPS must also be fiscally responsible for investing the shillings of the tax payer when defending and serving.

NEED OF THE STUDY.

An environment that is secure encourages investment both inside and outside of our territorial limits and promotes national economic development. For this reason, efforts have been made to transform the National Police Service into a contemporary, energetic organization with the resources and expertise to meet the demands of modern policing by working with the government to facilitate this transition. However, despite these efforts, there have still been rising insecurity issues. Robberies, drug trafficking, and moral offenses have been on the rise unprecedentedly, according to the Quarterly Crime Report. A 7% spike from the 19,815 occurrences reported to the police in 2018 to the 1,448 more criminal cases the police handled during that time (NPS Report, 2020). According to the 2019 Nairobi County Crime Statistics Report, Kenyans are now becoming aware of reports that police officers, notably those in Nairobi City County, have turned against the citizens whose lives they are obligated to be protecting. More than 58% of Kenyan residents, according to a poll by Transparency International, are dissatisfied with the way that police personnel in Kenya provide their services (Transparency International, 2016).

Several studies have been carried out that are related to knowledge management strategies However, there is relatively little data on how knowledge management techniques affect the effectiveness of the national police agency. Riungu (2015) investigated the impact of knowledge conversion on organizational performance across 21 Kenyan mobile phone firms. This started did not focus on any Government agency including the police service. It focused literally on profit-oriented organizations. Jelenic (2011) focused on the balanced scorecard learning and development viewpoint while researching the value of knowledge conversion in businesses. The investigation was carried out in Alexandrian training facilities. Jelenic examined secondary data and concluded that there have been significant shifts in business thinking and technology as a result of globalization. While this research utilized original data, the Jelenic study used secondary data. In light of the above this study sought to fill the gaps by looking at the impact of knowledge conversion on performance of the NPS in Nairobi City County, Kenya.

RESEARCH METHODOLOGY

3.1 Population and Sample

The target population comprised of police officers in sixteen sub counties in Nairobi City County with a total of 7,875 police officers who cut across the ranks and deployed in various departments and units from where they share a common policing platform (KPS Data Centre, September 2020). The unit of analysis was the NPS and the unit of observation was the management staff in the NPS in Nairobi City County. The sample size was computed using Yamane (1967), which resulted to 381 respondents.

3.2 Data and Sources of Data

Data collection was carried out using close ended questionnaire. Descriptive and inferential statistics were utilized to examine the acquired data with the help of the SPSS version 24. Frequencies, percentages, averages, and standard deviations were used in descriptive analysis to compare all variables (independent and dependent variables). Correlation and multiple regression analysis using inferential statistics were used. A multiple regression model was also used in the investigation

.3.3 Theoretical framework

The study's approach was guided by the organizational knowledge creation. Nonaka & Toyama (2015) put out the organizational knowledge creation theory to describe how organizational knowledge is created. They acknowledged organisational knowledge production as the aptitude of an organisation to generate new knowledge, share it within the organisation, and incorporate it into frameworks, products, and services. This theory is predicated on the idea that organisational knowledge was created via a continuous interaction between implicit and explicit learning using four examples: relationships, socializing, blending, internalizing, and externalizing. Correct knowledge is systematized knowledge that can be transmitted in a formal, ordered fashion, but implicit knowledge is the tailored knowledge that is challenging to codify and convey and firmly grounded in actual life, responsibility, and involvement in a context.

Socialization is the process through which individuals are connected to one another via systems, such as perception, mimicry, or apprenticeships. Combination entails bringing together and discussing unambiguous learning or using data frameworks (Alkhabra, Haron & Abdullah, 2017). While externalization transforms explicit knowledge into precise information, internalization transforms tacit knowledge into implicit learning. The theory further asserts that the production of authoritative information occurs when all four information transformation methods frame a continuous cycle It is fuelled by teamwork, exchange, analogies, cooperation, record-keeping, experimenting, and doing. Nonaka and Toyama (2015) aver that the process of developing organizational knowledge advances from the person in question level to the communal level, the corporate level, and, occasionally, the interorganizational level. The theory is valuable in evaluating the impacts of knowledge conversion on employee performance by the conversion of tacit knowledge to implicit in creation of organisational knowledge.

RESULTS AND DISCUSSION

The response rate was based on total number of 381 questionnaires administered to the respondents who were drawn from 16 Police Sub Counties in Nairobi City County, Kenya. The following is the presentation of the response rate in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Number of questionnaires returned	370	97.1
Number of questionnaires not returned	11	2.9
Total	**381**	**100**

Source: Survey Data (2023)

The results as presented in Table 4.1 shows that the questionnaires that were administered and returned accounted for 370(97.1%) and those which were not returned accounted for 11(2.9%). According to Mugenda and Mugenda (2003), for analysis, a response rate of 50% or higher is sufficient. As a result, the overall response rate of 97.1% was acceptable for data analysis.

4.1 DESCRIPTIVE ANALYSIS RESULTS

4.2.1 Knowledge Conversion
The study sought to assess the effect of knowledge conversion on the performance of the national police service in Nairobi City County, Kenya. The respondents gave their opinions on their level of agreement on a scale of 1-5, where Strongly Agree was 5, Agree was 4, Neutral was 3, Disagree was 2 and strongly disagree was 1.
The descriptive results on knowledge conversion are presented in Table 4.2.

Table 4.2: Knowledge Conversion

Statement	SA %	A %	N %	D %	SD %	M	Std.Dev
Employee idea sharing is promoted via blogs, webinars, and informal sessions.	43.5	47.1	8.2	1.2	0.0	4.52	1.129
Conference attendance is advised for staff members in order to acquire more knowledge	50.6	42.4	5.9	1.2	0.0	4.79	0.768
Employees are willing to learn by observing others perform	36.5	34.1	11.8	4.7	12.9	4.04	1.706
Employees are willing to share learnt knowledge through socialization	30.6	31.8	15.3	7.1	15.3	4.67	0.597
Members of an organization are encouraged to share ideas about their work with one another.	68.2	12.9	0.0	18.8	0.0	4.05	0.721
Organizational members assist persons in need using their technological abilities	39.5	46.6	6.8	4.7	2.6	4.29	1.098
The capability of employees to adopt changes is valued	45.9	33.7	8.2	6.6	5.6	3.54	1.361
Employees are open to sharing what they've learned	50.6	42.4	5.9	1.2	0.0	4.27	1.054
Knowledge gained and experience are frequently shared.	68.2	12.9	0.0	18.8	0.0	3.11	1.818
Knowledge gained is recorded for future use	45.9	44.7	0.0	5.9	3.5	3.42	1.577
An organized framework, such as a categorization scheme, is applied when recording lessons learned	39.5	46.6	6.8	4.7	2.6	4.58	0.411
Employees are willing to learn by observing others perform	36.5	34.1	11.8	4.7	12.9	3.09	1.907

Source: Survey Data (2023)

The results as indicated in Table 4.2 show that the respondents strongly greed that conference attendance is advised for staff members in order to acquire more knowledge (M=4.79, SD=0.768) with 50.6% of the respondents strongly agreeing, 42.4% agreed, 5.9% neutral and 1.2% disagreed. The respondents strongly agreed that employees are willing to share learnt knowledge through socialization (M=4.67, SD=0.597) with 30.6% of the respondents strongly agreeing, 31.8% agreed, 15.3% neutral, 7.1% disagreed and 15.3% strongly disagreed. The finding is in concurrence with Jelenic (2011) study which focused on the balanced scorecard learning and development viewpoint while researching the value of knowledge conversion in businesses and found that there have been significant shifts in business thinking and technology as a result of globalization.

The respondents agreed that organizational members assist persons in need using their technological abilities. (M=4.29, SD=1.098) with 39.5% of the respondents strongly agreeing, 46.6 % agreed, 6.8% neutral, 4.7% disagreed and 2.6% strongly disagreed. The

respondents agreed that members of an organization are encouraged to share ideas about their work with one another (M=4.05, SD=0.721) with 68.2% of the respondents strongly agreeing, 12.9% agreed and 18.8% disagreed. The results are in consistent with Kinyua (2015) study which investigated the impact of knowledge application and conversion on the efficiency of Kenyan commercial banks and the study's conclusions proved that performance is favorably influenced by knowledge conversion and knowledge application.

The respondents indicated neutral the statements that knowledge gained is recorded for future use (M=3.42, SD=1.577) with 45.9% of the respondents strongly agreeing, 44.7% agreed, 5.9% disagreed and 3.5% strongly disagreed. The finding agreed with Ayub et.al (2016) observation that the process of knowledge management that makes present information relevant is referred to as knowledge conversion. The techniques and activities of blending, refining, joining, mixing, coordinating, appropriating, and reconstructing learning make knowledge conversion possible.

4.2.2 Organizational Performance

The study sought to determine the performance of the national police service in Nairobi City County, Kenya. The respondents gave their opinions on their level of agreement on a scale of 1-5, where Strongly Agree was 5, Agree was 4, Neutral was 3, Disagree was 2 and strongly disagree was 1. The descriptive results on organizational performance are presented in Table 4.3.

Table 4.3: Organizational Performance

Statement	SA %	A %	N %	D %	SD %	M	Std.Dev
There is reduced crime rate in Nairobi County	45.9	35.3	2.4	2.4	14.1	3.65	1.224
We are able to gather criminal intelligence fast	38.8	28.2	1.2	9.4	22.4	3.82	1.179
We have tools to gather criminal intelligence	38.8	43.5	1.4	4.5	11.8	4.04	1.125
We reliably respond to distress calls	29.4	49.4	1.2	20.0	0.0	4.18	0.851
There is a reduced number of complaints from citizens	55.3	42.4	0.0	2.4	0.0	3.84	1.176
The public is satisfied with our performance	63.5	27.1	0.0	4.7	4.7	4.23	0.899

Source: Survey Data (2023)

The results as indicated in Table 4.8 show that the respondents agreed that the public is satisfied with the performance (M=4.23, SD=0.899) with 63.5% of the respondents strongly agreeing, 27.1% agreed, 4.7% disagreed and strongly disagreed respectively. The respondents agreed that they reliably respond to distress calls (M=4.18, SD=0.851) with 29.4% of the respondents strongly agreeing, 49.4% agreed and 1.2% neutral and 20.0% disagreed. Griffins (2016) aver that an organization's performance is referred to as the capacity to quickly acquire and utilize its precious and rare resources in order to further its operational objectives. It is possible to see organizational performance as the most crucial factor in determining an organization's success.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The research objective sought to assess the effect of knowledge conversion on the performance of the national police service in Nairobi City County, Kenya. The study revealed that knowledge conversion had a positive significant effect on the performance of the national police service in Nairobi City County, Kenya. This is achieved through socialization, internationalization, externalization and combination. Conference attendance is advised for staff members in order to acquire more knowledge, employees are willing to share learnt knowledge through socialization, an organized framework such as a categorization scheme is applied when recording lessons learned; and that the employee idea sharing is promoted via blogs, webinars, and informal sessions.

5.2 Recommendation

The study recommended that the National Police Service should consider enhancing practices associated with the different elements of knowledge conversion such as externalization, combination, socialization and internalization. Particularly, interaction with citizens should be encouraged and the police service processes should be used to enhance understanding and translation of knowledge. Knowledge that is captured from various sources needs to be converted to organizational knowledge for effective utilization within the business.

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