



Leadership Style and Occupational, Safety and Health of Police Officers in Nairobi City County, Kenya

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Abstract

The purpose of this study was to determine how leadership style affects the occupational, safety and health of Police Officers in Nairobi City County, Kenya. In this study, data was collected from Police Officers which were the main study population. The study chose Nairobi City County where all the police stations were covered. The target population was 4,000 Police Officers which included commanding officers to have a sample size of 200. They were sampled through simple random sampling. First a 10 percent of all 33 police stations in Nairobi and the Police Officers there in were initially used for a pilot study. In the police stations which had remained, a sample of 5 percent of Police Officers and a commanding officer in each station were studied. Data from the respondents were collected by the use of questionnaires. The study was carried out on Police Officers who were on duty but after permission had been sought from relevant authorities. It was based on a simple random sampling research method where each officer had a chance of being chosen. Every officer commanding a police station was chosen. Each respondent was explained the importance of the study, that it was done freely with their willingness, at a convenient location, the questionnaires were to be collected and kept with confidence. Each respondent was requested to confirm in writing, affirmative action or signing a document without indicating a name that the study was done with their approval. Through these modes of data collection, every population was well represented as a sample. The study used Cronbach Alpha Coefficient to test on reliability of instruments. The validity of research instruments was also tested. The computer software SPSS version 20 was used to analyze the collected data. Descriptive and inferential statistics was used in data analysis. Data was then presented in the form of figures, tables and charts. Through factor analysis, all the eight statements of the variable under study were retained for they were above 0.5. The response rate of the responds was 75.5% which is acceptable. It was found out that 36.4% of the Police

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Officers had worked in the National Police Service for 6 to 10 years and majority of them, 82.1% were married. The four leadership styles found to be affecting the occupational, safety and health of Police Officers in Nairobi City County, Kenya were; transformational, autocratic, democratic and charismatic leadership styles. It was found out that 84.5% of the leaders of Police Officers were visionary, 60.2% valued the constitution and see it as a protector and supporter of their occupational safety and health. In fact, 85.5% and 61.6% see Kenya Human Rights and OSHA respectively as valuable Acts.

Key Words: *Leadership Style, Occupational, Safety, Health, Police*

1.1 Background of the Study

The study lays the foundation on the antecedents of occupational safety and health among Police Officers in Nairobi City County in Kenya. It examines the global, regional and local perspectives. The chapter also outlines the objectives of the study, justification, and scope. The study will also review the relevant acts of the Government of Kenya (GOK) on occupational safety and health. It is of paramount importance that employees are safe at work as stated by the Kenyan Occupational Safety and Health Act (2010). It adds that employers have to jealously safeguard this at all times. According to the Work Injury Benefits Act (2012), the work place does not matter whether it is in an office setting, factory, even on the road driving or abroad on a work international assignment. In this Act, it states that the health of an employee has to be gathered for at all times. In case of any injuries, accidents or any other calamities which can befall a worker on duty, an employer's responsibility is to compensate. The Kenya government has labor laws which help to remedy employees in terms of their wellbeing in diverse occupations.

The National Police Service Act No. 11A of 2011 (Revised 2016) states that Kenya Police Officers have to be appointed first before starting duties. It adds that Police Officers are either Administration Police Officers, or Kenya Police Officers. They include officers in Directorate of Criminal Investigations, Reservists and Special Forces who are recruited for specific assignments. In addition, Police Officers have all rights, should work for reasonable hours, are on duty at all times, and their safety and security must be assured. According to this Act, the government limits access to classified information for officers' security, safety and that of national security. These come above their rights or that of others and even this study. On the other hand, a police station is a place which has been set aside by an Inspector General of Police for running their operations. Apart from risks of diseases, Police Officers are also faced and exposed to missiles shot across borders. In Sderot in Israel, Police Officers face a horrendous task as they try to perform policing in their cities. Jonathan-Zamir and Weisburd (2013) state that:

The police do not take part in interdicting the launch of missiles or posing obstacles in their way, however they are the first responders and hold overall responsibility for handling the scenes of missile landings; their bomb treat the remains of the missiles; and Police Officers are responsible for directing traffic and crowds around the scene and assisting local residents. In the latest study done in American urban cities, some of the perceived violence includes rape, assault, fighting with weapons, gang fights and robberies or muggings (Hoffman, Mair, Hunter, Prince & Tebes, 2018). The research findings are that men and women in the high crime urban cities did not have any difference in the way they perceived safety and violence which was around them. In

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addition, it was discovered that the judgment women have on their safety for example sexual violence had highly predicted that. In studies done in the United Kingdom, the rate of fatal accidents dropped from 0.8 in 2003 to 0.74 in 2011 as a result of strict OSH regulations (Abubakar, 2015).

A recent study that was done in Uganda on stressors that wild life personnel face while on duty revealed that problems and challenges like remuneration and tools of trade contribute to high stress levels among the personnel (Moreto, 2016). In another study done in Tanzania, McCleary-Sills *et al.*, (2013) state that there has been a lot of violence that affect women. The study's findings showed that respondents knew of the kind of behaviors they find them necessary to report to police. In another finding, it showed that violence against women is not reported to just anybody. In addition, it showed of a common trend which women do not report of any violence netted on them. The only main option of women is to seek help from the family. Finally, it was found out that those who survive violence seek support in Dar es Salaam even when referral networks do not exist (McCleary-Sills *et al.*, 2013).

There was another reported study which was done in 2009 involving 180 miners in Lupoto Katanga Province in Democratic Republic of Congo (DRC) (Elenge, Levenque & Brouwer, 2013). They add that the study first did an analysis for the miners who had previously worked for one year before the research was done. The study found out that of the 392 accidents, it involved 72.2 percent of the miners. These accidents were caused by the way employees handled tools (51.5%), and 32.9% involved heavy loads. The components in the study were age, seniority and apprenticeship which were insignificant in these accidents. The accidents which happened involved contusions (50.5%) and lower limbs (29.3%) (Elenge *et al.*, 2013).

As a result of the accidents which involved miners in DRC, they led to 80.5% of them to be taken care of by their colleagues while 50% were sadly unable to work 3 or more days (Elenge *et al.*, 2013). They state that 19% of them had physical injuries. Further they posit that some of the causes of accidents in the study included the use of unsuitable tools. The other cause is that miners were not able to differentiate what is expected of them as per the role they played and age. In this study, it was found out that people did not stop working even when they had a low pay. Finally the only remedy suggested by the researchers was to train miners on safety.

In a study done in Nakuru County, it was found out that majority of the employees (80%) in saw mills have not been trained on OSH (Mong'are, Mburu & Kiiyukia, 2017). They state that they are also not provided with personal protection equipment for their safety. It is only 16% with face masks, 46% nose, 21% ear protection, and 44% with helmets. As a result of these shortcomings, it has led to 45.1% of them getting involved in accidents at work (Mong'are, Mburu & Kiiyukia, 2017). A study was carried out in Kenya on retired police officers and found out that the profession is plagued with job problems leading to stress and poor performance at work (Muthondeki, Sirera & Mwenje, 2014). They state that it was sad that Police Officers who got injured at work, 10 percent of them still carried that stress to retirement. It was also found out that 58 percent of police officers had sleepless nights as a result of their jobs (Muthondeki *et al.*, 2014).

1.2 Statement of the Problem

It is argued that the nature of work performed by Police Officers is by nature expected to experience distress (Violanti, *et al.*, 2016). They posit that this is enhanced by their administrative policies, failure to get support from their colleagues and even perception people

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have on them. They add that they feel hopeless. The occupational safety and health of Police Officers is worsened by emerging issues like terror. It was most recently, 15th January 2019 that there was a terror attack on Dusit Hotel in Kenya (National Police Service, 2019a). The National Police Service in a press statement issued by the Inspector General, Joseph Boinnet, stated that the attack led to the death of 21 people. One Kenya Police Officer died out of the number who lost their lives, 16 Kenyans, 1 Briton, 1 American and 3 other Africans (National Police Service, 2019a). It is stated reported further that 28 other persons were injured and admitted in a number of hospitals near the crime scene. The gallant Police Officers had to eliminate 5 terror criminals (National Police Service, 2019a).

In diverse crime reports, Police Officers on duty have been injured, paralyzed and even killed in diverse years. A total of 70 Police Officers were killed in Kenya in 2016 (National Police Service, 2019b). In this report, 30 of them were killed in the Rift Valley where 7 of them by their own officer who had gone out of his mind or sick. It is reported that some were attacked by Al-Shabaab in Police stations or while on patrol. A total of 28 Police Officers were killed, 102 of them injured as they responded robberies and attacks from terrorists in a 2015 crime report (National Police Service, 2019c). In a 2014 crime report, a total of 23 Police Officers were killed while 10 were injured and included 10 dead civilians (National Police Service, 2019d). On 19th June 2011, in Lochakula camp, 4 Police Officers were shot sustaining injuries leading to 2 dying later on (National Police Service, 2019e). It was also reported that a lorry of GSU was blown up by the use of an improvised explosive device (IED) on 28th October 2011 in Liboi which led to the injuries of those Police Officers.

The study aimed to find out the reasons why occupational safety and health of Police Officers is a problem. Police Officers are the first respondents in case of a terror attack or any other emergencies like fire or accidents after they have been alerted, telephoned or called to respond to emergencies (Janathan-Zamir & Weisburd, 2013). In the US, there have been mass shootings in public places like schools caused by criminals or persons who go berserk and find happiness in wielding guns as they exterminate other human beings (Fox & DeLateur, 2014). This study was only dealing with mass shootings and only reports that public schools are allocated police Officers in the periods 2005-2006 (41.7%), 2007-2008 (46.3%), and 2009-2010 (42.8%). The safety and health of Police Officers is not dwelled with.

Many studies have been done on other antecedents of occupational safety and health of Police Officers. A study was done in Kisumu Kenya on the causes and relations of occupational stress among Police constables (Oweke, Muola & Ngumi, 2014). Other studies have also been done on how work environment influences the performance of Police Officers (Nderi & Kirai, 2017; Barasa, 2017). Research has also been done on compensation of employees based on injuries or diseases which emanated from performing work related tasks leading to even death (Barrett, 2016). Police officers have been found through research to go experience a lot of psychological problems even up to retirement (Muthondeki, Sirera & Mwenje, 2014).

Immigrants without documentation are faced with a lot of occupational safety and health even as they try to evade authorities (Flynn, Eggerth & Jacobson, 2015). This cat and mouse habit leads to stressful immigrant employees affecting their work and safety. Police Officers also experience a lot of hopelessness (Violanti et al., 2016). They add that this is caused by fear of dangers which is physical, lack of administrative and organizational support leading to high rates of suicides. It is argued that there is little academic research which has been done on police officers in Kenya

(Muthondeki, Sirera, & Mwenje, 2014). There is a research gap on studying both occupational safety and health of Police Officers. The study aims to fill this gap. It is important to study on the occupational safety and health of Police Officers due to several reasons. Like other employees, they have families, friends, co-workers and supervisors to work with (Violanti *et al.*, 2016). Their safety and health is hankered in law and will mean a safety of a country (Work Injury Benefits Act, 2012). They also pay taxes to the government and upon retirement unfortunately are faced with a lot of challenges ((Muthondeki, Sirera & Mwenje, 2014).

1.3 Research Objective

To determine how a leadership style affects the occupational, safety and health of Police Officers in Kenya.

1.4 Research Hypotheses

H_A: There is a significant relationship between leadership style & occupational, safety and health among Police Officers in Kenya.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Douglas McGregor Theory

The Douglas McGregor Theory deals with leadership styles as stated by scholars ((Derek, Hall & Taylor, 2008). They add that it was developed in 1960 by Douglas McGregor's and it involves theory X and theory Y Managers. They posit that it focuses on human relationships, along with output and performance. In this theory, managers using theory X believe that human beings dislike work and this means they have to be coerced, controlled, directed or threatened with punishment for them to put effort. A theory Y Manager on the other hand believes that human beings who work under proper conditions learn not only to accept but seek responsibility, they are able to exercise self-direction and self-control to achieve objective. The authors argue further that the theory combines both autocratic and transactional leadership styles (Derek *et al.*, 2008). They further claim that the human side of enterprise showed that US (United States) companies had this style of management. In the US, it was found out that it is that style of management that employees are handled. By this assumption, they had to be managed constantly and shown what to do, through close supervision and strict controls (theory 'X'). This is unlike when they are viewed as people who can manage themselves alone (theory 'Y'). Good leaders and managers set good ways of life and enable employees to work at the same time and they are safety conscious (Derek *et al.*, 2008).

The other type of leadership is enabler or controller (Armstrong, 2009). Enablers try to help people see good things in the future by empowerment them so that they attain even impossibilities. Controllers on the other hand literally sit on others and cannot even allow employees or persons to raise their heads. Their only aim is to use others to meet their desires (Armstrong, 2009). Here employees are under suppression and they are not transformed.

We also have transactional or transformational type of leaders as stated by Armstrong (2009). He adds that transactional leaders are money minded in nature. These leaders are involved on jobs, security issues and similar conditions for others to abide by them without fail. Armstrong states further that transformational leaders are great motivators for others to attain greater heights. Goleman (2000) alternatively lists six leadership styles as follows: Coercive, authoritative,

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affiliate, democratic, pace setting and coaching. As per these leadership styles, Police commanders have to use any of them to manage their colleagues especially on occupational safety and health issues. If the style applied is against safety, then other police officers and stakeholders will become unsafe. The theory deals with issues of autocratic and democratic style of leadership (Goleman, 2000). The theory supports the variable leadership style for it ensures that organizations have leaders who lead as per any prevailing circumstance for the occupational safety and health of employees.

2.2 Conceptual Framework

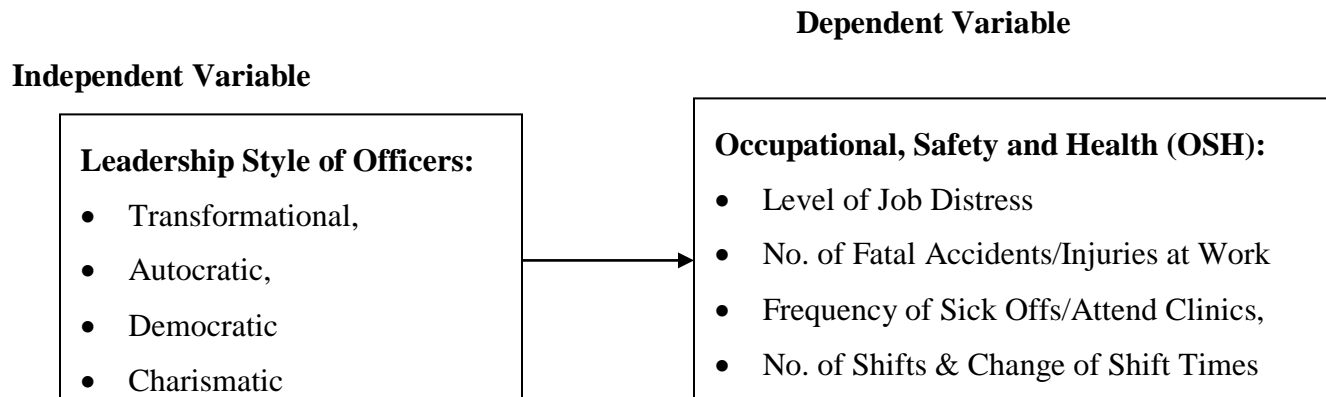


Figure 1: Conceptual Framework

Police Officers work in a special occupation which is full of risks. This is as per the National Police Service Act (2016). They do handle criminals of all sorts. Some of them are experienced hard core criminals who may have earlier on worked in the forces. This brings in a lot of challenges because they know all the operations of Police Officers. The security agencies in any country are divided into different types which include administration, criminal investigators, traffic, general service units, immigration police, stock theft, flying squad, anti-terrorism unit, anti-crime unit and other security officers.

In Israel, police do not get involved in blocking missiles which has been sent by enemies but instead respond to emergencies (Jonathan-Zamir & Weisburd, 2013). They add that police also coordinate with other multi agency security forces and share knowledge. To them, security is not fought by one party or individual. It is a joint effort to overcome threats such as terrorism or other crimes (Jonathan-Zamir & Weisburd, 2013). Tourists are normally a target by terrorists in any country. A leadership variable will be measured using transformational, autocratic, democratic and charismatic (Jonathan-Zamir & Weisburd, 2013). They state that significantly; autocratic leadership style, for example, will determine the kind of measures the police force will apply to ensure that where they work and operate is occupationally safe and healthy. When safety measures are enforced, there shall be no laziness which will lead to the safety of all even during emergency responses like that of terror (Jonathan-Zamir & Weisburd, 2013).

There has been a decrease on the number of accidents, injuries and diseases which are related to the relevant occupations in diverse industries (Kim, Park & Park, 2016). They posit that this has been necessitated by technology advancement which involved many safety strategies which have been developed or designed to counter employees' injuries which are caused by accidents and

diseases contracted at work. They add that advanced scientific safety technologies have been developed by many industries and also strict rules and regulations have been established (Kim, Park, & Park, 2016).

The safety of employees is normally affected by the type of work, nature of operations and even profession (Steege, Baron, Marsh, Menendez & Myers, 2014). They state that when employees perform some tasks, like manual work in a construction job, this will increase the number of injuries they will encounter. Hazardous jobs like painting will most likely increase the level of chest illness employees will get (Steege *et al.*, 2014). They add that an employee's education, race, gender, and age are also a contributing factor on the safety of employees.

2.3 Empirical Review

When leaders are known on how they lead others, it becomes their own traditionally style of leadership (Nanjundeswaraswamy & Swamy, 2014). They posit that there are several benefits in good leadership which include a reduction in the rate of employees leaving work and organizations shall increase their production enabling employees to reach their business targets. It will also help and motivate employees at work which will lead to high job performance and production. There are several leadership styles which have been outlined by scholars (Nanjundeswaraswamy & Swamy, 2014). First are transformational leaders whose aim is to change or transform their followers to reach greater heights in life. Their aim is to ensure that the targets they set are met through their leadership styles. A second leadership style is called transactional (Nanjundeswaraswamy & Swamy, 2014). Here the aim of leaders is to meet the needs of employees in all aspects and ensure that work smoothly operates without any interruptions. They do that by ensuring that employees and employers operate on a contract. Finally, we have charismatic leaders whose lifestyles involve the mobilizing of followers through nice speeches.

An occupational, safety and health of employees should be improved at the workplace in order to minimize or get rid of the many injuries they face (Nielson, 2014). It is important that employees should change their perception on safety so that they have a positive culture on the same. Many organizations have even resorted to employing or assembling a team of lawyers to advice on human resource issues which include employees' safety (Nielson, 2014). In a USA study, it was found out that immigrants are highly discriminated employees in terms of their safety (Flynn, Eggerth & Jacobson, 2015). This has led to serious accidents to them. As a result, occurrence of accidents to them is to the tune of 67% of them. Employees who get involved in deadly accidents have led to their death between the years 2003 to 2006 as compared to 1992 where it was only 52% (Flynn *et al.*, 2015). They state further that these injured employees will even prefer to terminate their lives instead of accepting to go back to their original countries full of poverty.

3.0 Research Methodology

The study adopted social descriptive survey design and explanatory research. This study used positivism philosophy. This study targeted all Police Officers of the National Police Service in Nairobi City County as per the 2010 Kenyan Constitution (2010). The study therefore targeted of 4,000 Police Officers. The sampling frame of the study was all the police officers working in Nairobi County. The study used a simple random sampling technique to select a sample of 200 police officers which formed the sample size for the study. The study used both primary and secondary data. The primary data was collected using structured questionnaire, while secondary data was obtained from published or unpublished data from academic journals, or government

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offices. Pilot testing was conducted in which both validity and reliability testing were conducted to test the suitability of the data collection tools. SPSS was used to analyze the collected data using both descriptive and inferential statistics. The model used was as follows;

$$Y = \beta_0 + \beta X + \varepsilon$$

Where

Y = Occupational Safety and Health

β_0 = Constant

β = Represents the coefficients of determinants

X = Leadership Style

ε = Error term

4.0 Research Analysis and Discussion

4.1 Descriptive Statistics

Based on the results in Table 1 majority of the respondents 84.50% (63.60%+21.90%) agreed that their commanders were visionary, ones who deserve trust and respect, 5.90% others disagreed with the statement while 8.60% were undecided on the matter. The results had a mean of 3.97 and standard deviation of 0.88 indicating that most of the respondents agreed with the statement but their responses were varied. In addition, the results show that majority (80.80%) of the respondents were in agreement with the statement that their commanders inspire, motivate and promote a good model. The results had a mean of 3.98 and a standard deviation of 0.79. The results also show that majority (68.90%) of the respondents affirmed that their commanders always dictated on how to do things or perform duties. The responses had a mean of 3.75 and a standard deviation of 0.94.

The study further indicate that most (60.30%) of the respondents agreed that their commanders could coerce or literary force things to be done. The results had a mean of 3.46 and standard deviation of 1.07 indicating that most of the respondents agreed with the statement; however their responses were spread about the mean. The study in addition shows that 67.60% of the respondents were positive that their commanders allow others to participate in decision making. The responses about the statement had a mean of 3.66 and a standard deviation of 1.03. Further, the results show that majority (73.50%) of the respondents agreed that their commanders give others the freedom of expression, the results had a mean of 3.80 and a standard deviation of 1.01.

Similarly, the results show that majority (64.90%) of the respondents were in agreement with the fact that their commanders set eyes on targets to be achieved. The results had a mean of 3.65 and standard deviation of 0.93. Finally, the results indicated that majority (45.70%) of the respondents were in agreement with the statement that their commanders normally take advantage of their personality and the way to do things. The responses had a mean of 3.21 and a standard deviation of 1.12. In general, the responses on the statements had an average mean of 3.69 and an average standard deviation of 0.97 implying that the respondents agreed with most of the statements; however their responses were spread about the mean.

The above findings are in agreement with other studies done by other scholars. It has been found out through research that good leaders lead others using the many different styles (Nanjundeswaraswamy & Swamy, 2014). They posit that with a good leadership style in place, it

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will benefit employees. Employers will experience low employee turnover, high production and performance enhanced. They are also in agreement with another study on Police Officers in Kenya. It was found out that health and safety of Police Officers affect their job performance by 95% (Nderi & Kirai, 2017). Their other findings which affect performance are their housing conditions (98%), rewarding systems 85% with a mean of 1.67, standard deviation of 1.32 and communication has 52% of influence in performance. Destructive leadership enhanced by unsatisfied leaders is also dangerous for organizations (Krasikova, Green & LeBreton, 2013).

Table 1: Leadership Styles

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	SD
My commander is visionary, deserves trust and respect.	4.60%	1.30%	8.60%	63.60%	21.90%	3.97	0.88
My commander inspires, motivates and promotes a good model.	0.70%	4.60%	13.90%	57.60%	23.20%	3.98	0.79
My commander dictates on how to do things or perform duties.	2.60%	7.30%	21.20%	49.70%	19.20%	3.75	0.94
My commander coerces or literary forces things to be done	5.30%	15.90%	18.50%	47.70%	12.60%	3.46	1.07
My commander allows others to participate in decision making	7.30%	3.30%	21.90%	51.00%	16.60%	3.66	1.03
My commander gives others the freedom of expression	3.30%	9.90%	13.20%	50.30%	23.20%	3.80	1.01
My commander sets eyes on targets to be achieved	3.30%	7.30%	24.50%	51.00%	13.90%	3.65	0.93
My commander takes advantage of his/her personality and the way to do things	7.90%	19.20%	27.20%	35.10%	10.60%	3.21	1.12
Average						3.69	0.97

In Table 2, the results show that majority of the respondents (50.30%) indicated that they were normally faced with a high level of distress during working hours or after work. This made them feel Insecure, while 28.50% were neutral but 21.20% indicated that they felt secured. The results had a mean of 2.54 and standard deviation of 1.05. The results also show that majority (46.30%)

of the respondents indicated that they were satisfied with their work, happy with it and always felt Secure. The results had a mean of 3.36 and standard deviation of 0.92. The results in addition show that, majority (52.30%) of the respondents indicated that as Police Officers, they were faced with a frequent number of fatal accidents or injuries at work which could make them feel insecure. The response had a mean of 2.49 and standard deviation of 1.19.

Furthermore, the results show that 35.10% of the respondents indicated that they were always performing their duties in police stations/place of work or do patrols and feel secure. On the other hand, 22.50% of respondents indicated that they were feeling insecure while 42.40% others were neutral on the matter. The results had a mean of 3.13 and standard deviation of 0.93. Further, the results show that 37.80% of the respondents indicated that they were frequently sick or in poor health which is caused by the nature of their work but makes them feel Secure. The results had a mean of 2.79 and 1.11. The study in addition showed that 41.00% of the respondents indicated that they were frequently on sick offs to attend clinics for their treatment, or under medication but they feel secure. The results had a mean of 3.17 and standard deviation of 0.96.

The results similarly show that, majority (47.70%) of the respondents indicated that they had a number of shifts. These shifts were manageable and there was no cause for alarm for they feel secure. The results had a mean of 3.34 and standard deviation of 0.86. Finally, the results show that 33.10% of the respondents indicated that they were having a demanding work and the times their shifts were not rotated which make them to be frequently tired leading to absenteeism. The work then leaves them feeling insecure. In general, the results had an average mean and standard deviation of 2.98 and 1.00 respectively.

The study above agrees with other studies earlier done. The Police Officers face a lot of stressful events while performing their duties (Ma, Andrew, Fekedukegn, Gu, Hartley, Charles, Violanti & Burchfiel, 2015). They posit that 60.5% of the stressful events in the previous year were not to do with threats. They add that these events are to do with the nature of their profession. These events entailed administrative issues, pressure from work, shifts and their rotation among others.

Table 2: Occupational, Safety and Health

Statement	Very insecure	Insecure	Neutral	Secure	Very Secure	Mean	SD
I am faced with a high level of distress during work hours or after work and I feel	18.50%	31.80%	28.50%	19.90%	1.30%	2.54	1.05
I am satisfied with my work, happy with it and I feel.....	4.00%	10.60%	39.10%	38.40%	7.90%	3.36	0.92
As officers we are faced with a frequent number of fatal accidents or injuries at work which makes me feel	26.50%	25.80%	23.20%	21.20%	3.30%	2.49	1.19
I am always performing my duties in police stations/place of work or do patrols and I feel	4.60%	17.90%	42.40%	29.80%	5.30%	3.13	0.93
I am frequently sick or in poor health as caused by the nature of my work which makes me feel	15.90%	21.90%	33.10%	25.20%	4.00%	2.79	1.11
I am frequently on sick offs to attend clinics for my treatment, under medication and I feel	7.30%	13.20%	38.40%	37.70%	3.30%	3.17	0.96
I have a number of shifts which are manageable and there is no cause for alarm for I feel	4.00%	9.30%	39.10%	43.70%	4.00%	3.34	0.86
I am having a demanding work and the times of shifts are not rotated which make me to be frequently tired leading to absenteeism and I feel	5.30%	27.80%	35.80%	24.50%	6.60%	2.99	1.00
Average						2.98	1.00

Test for Normality of Data

The result in Table 3 indicates the dependent variable was normally distributed since p-values were greater than 0.05 for both Shapiro-Wilk and Kolmogorov test. These values confirm further that the data was normally distributed.

Table 3: Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Occupational, Safety and Health	.095	151	.152	.971	151	.203

a. Lilliefors Significance Correction

Test for Linearity

The independent variable depicted a straight-line relationship with the dependent variable which depicted a straight-line relationship with the dependent variable as shown in Figure 3.

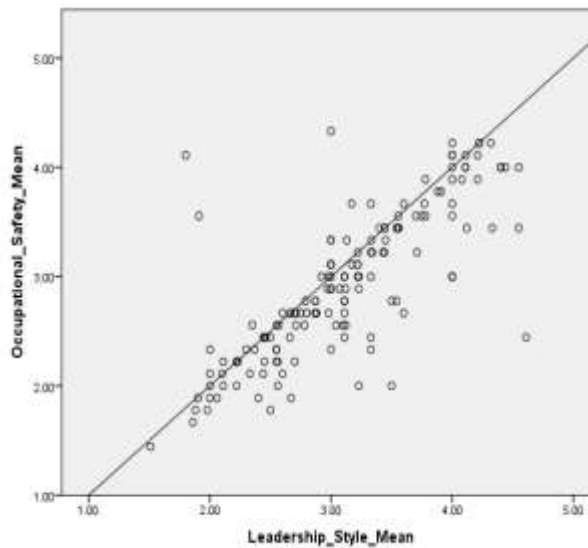


Figure 2: Linearity

4.2 Correlation Analysis

Results in table 4 revealed that there was a strong positive association between leadership style and Occupational, Safety and Health of Police Officers ($r=0.789$, $P\text{-value}=0.00$).

Table 4: Correlation Matrix

		Occupational Safety and Health	Leadership Style
Occupational, Safety and Health	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Leadership Style	Pearson Correlation	.789**	1.000
	Sig. (2-tailed)	0.000	

4.3 Regression Analysis

As presented in Table 5, the coefficient of determination R Square is 0.622 and R is 0.789 at 0.000 significance level. The model indicates that leadership style explains 62.2% of the variation in Occupational, Safety and Health of Police Officers. This means 62.2% of the Occupational, Safety and Health of Police Officers are influenced by leadership style. This study agrees with other studies among Police Officers in Nairobi work environment and performance. In this study, the performance of employees is affected by issues like health and safety, reward systems, communication and how they are housed (Nderi & Kirai, 2017). In this study, 60.84% of these issues explain employee performance. Performance also in terms of occupational safety and health is dependent on leadership.

Table 5: Model Fitness for Leadership Style on Occupational, Safety and Health

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.622	.619	.42467

a. Predictors: (Constant), Leadership Style

Table 6 shows the ANOVA results for leadership style on Occupational, Safety and Health of Police Officers. The ANOVA results presented in Table 6 show that the model was statistically significant in explaining the influence of leadership style on Occupational, Safety and Health of Police Officers in Kenya as indicated by a p-value of 0.000. This study agrees with that done by (Nderi & Kirai, 2017) whose ANOVA calculations showed a P-value of 0.000.

Table 6: ANOVA for Leadership Style on Occupational, Safety and Health

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.191	1	44.191	245.036	.000 ^b
	Residual	26.871	149	.180		
	Total	71.062	150			

a. Dependent Variable: Occupational, Safety and Health

b. Predictors: (Constant), Leadership Style

The regression coefficient results in Table 7 show that there was a positive and significant relationship between leadership style and Occupational, Safety and Health of police officers in Kenya ($\beta=0.772$, $p=0.000$). The gradient coefficient shows the extent to which a unit change in the independent variable causes a change in the dependent variable which is the change in Occupational, Safety and Health of Police Officers due to a unit change in leadership style. This implies that a unit change in leadership style results into an improvement in Occupational, Safety and Health of Police Officers in Kenya by 0.772 units.

Table 7: Regression Coefficient Results for Leadership Style on Occupational, Safety and Health

Model	Unstandardized Coefficients		Standardized T Coefficients Beta	Sig.	
	B	Std. Error			
1	(Constant)	.534	.156	3.409	.001
	Leadership Style	.772	.049	.789	.000

a. Dependent Variable: Occupational, Safety and Health

$$LS = 0.534 + 0.772X$$

Where X= Leadership Style

4.4 Hypothesis Testing

The hypothesis was tested by using linear regression and determined using p-value and t-statistic. The acceptance/rejection criteria were that, if the p value is less than 0.05, we do not reject the HA but if it is more than 0.05, then HA is rejected. Therefore, the alternative hypothesis was that there is significant relationship between leadership style and Occupational, Safety and Health of Police Officers in Kenya. Results in Table 7 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 6.033 which was larger than the critical t-statistic of 1.96. The alternative hypothesis was therefore not rejected. The study adopted the alternative hypothesis that there is significant relationship between leadership style and Occupational, Safety and Health of Police Officers in Kenya.

5.0 Conclusion

In this study, leadership style was the first independent variable in this study. The study sought to determine how leadership style affects the Occupational, Safety and Health of Police Officers. Based on the findings, the study concludes that the four indicators of leadership style i.e. transformational leadership style; Autocratic leadership style, Democratic leadership style and Charismatic leadership style each positively and significantly influence the Occupational, Safety and Health of Police Officers in Kenya. Based on the findings, the study concludes that transformational leadership style is the most effective form of leadership style, followed by democratic leadership style, then charismatic leadership style and finally autocratic leadership style which influence the Occupational, Safety and Health of Police Officers in Kenya. The study in addition concludes based on the findings that, leadership style in general is positively and significantly related to the Occupational, Safety and Health of Police Officers in Kenya. Finally, the study concludes that an improvement in leadership style of Police Officers leads to an improvement in Occupational, Safety and Health of Police Officers.

6.0 Recommendations

Based on the findings and conclusions made, the study makes a number of recommendations; the study recommends to the managers and all the stake holders in the Ministry of Security, Interior and Coordination of the police service that they should strive to offer the best leadership which can impact positively on the Occupational, Safety and Health of Police Officers in Kenya. From the findings, it is recommended that efforts need to be made to ensure that the police force in Kenya gets the best leaderships that inspires Police Officers to do their work diligently. From this study it is recommended that scholars and practitioners should actively engage in joint research that will be used to assist the national government and other players in determining more effective ways to improve Occupational, Safety and Health of Police Officers in Kenya

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